THE LIVERPOOL DOCKS PROBLEM

— BY —

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The statistical tables are compiled from returns collected at the instigation of the Joint Committee by the Shipowners of Liverpool, the Master Porters and Stevedores, the National Union of Dock Labourers, and the Staff of the Liverpool Labour Exchanges.

I should like to record my indebtedness to all the above-named bodies, and specially to Mr. Chas. Booth, Jun., and Mr. Lawrence Holt for valuable help received in the collection of material for this paper.

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Liverpool Docks Problem.

For more years than I care to think of, attempts have been made to tackle the problem of casual labour at Liverpool and now when people had almost brought themselves to believe that the chronic under-employment of the Docker was an absolutely unavoidable evil, the Joint Committee put forward proposals which stultify all their forebodings, and hold out the brightest hopes for the future. It is appropriate, I venture to think, that this paper should be read before the Liverpool Economic and Statistical Society; was it not before this Society that Miss Eleanor Rathbone read that admirable paper on Dock Organisation which served to draw public attention to the fact that the organisation of the Liverpool Docks was capable of great improvement? I am happy to think that the statistics quoted in this paper will unquestionably prove the absolute correctness of Miss Rathbone's conclusions.

Of late years Social reformers have devoted great thought to the casual labourer and all agree that of all the evils the flesh is heir to, casual employment is the most insidious and most demoralising. Most striking is the opinion of the Minority Report of the Poor Law Commission on this point "That of all the forms of unemployment that which we have termed under-employment, extending, as it does, to many hundreds of thousands of workers, and to their whole lives, is by far the worst in its evil effects; and that it is this system of chronic under-employment which is above all other causes responsible for the perpetual manufacture of paupers that is going on, and which makes the task of the Distress Committees in dealing with the unemployed of other types—such as the men from permanent situations or the men from discontinuous employment—hopelessly impracticable."

Here in all conscience is a strong enough indictment of casual labour, but I will quote further to emphasise the evil of the system.

In the enquiry conducted by your own Society into the life of the casual labourer, I find the following paragraphs, which, after a close study of the conditions under which the Docker works, so admirably sum up my feelings that I quote the passage in extenso.

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"The question, however, is not whether the conditions of casual employment are the sole cause of the unsatisfactory conditions of life among the labourers, but whether they do not aggravate and perpetuate these conditions, by making the upward path as difficult and the downward path as easy as possible. Everything about the system of employment seems to foster the formation of bad habits and nothing to encourage the formation of good ones. The alternations of hard work and idleness disincline the men to steady exertion. The uncertainty of earnings encourages concealment from the wife and by accustoming the family to existence at the standard of bad weeks sets the surplus of good ones free for self-indulgence. The fluctuations of income make the problem of house-keeping impossibly difficult for most of the women, and the consequent discomfort and privations of the home drive the man to the public house, wear out the health, the spirit and the self-respect of the woman, and injure the health and the happiness of the children. The consciousness that no certificate of character will be asked for, and that prolonged absence from the dock, on a drinking bout will not perceptibly lessen the chance of employment on re-appearance, removes all the natural checks and penalties which in other professions do so much to keep the average man straight. The haphazard method of selection and the dependence of the men upon the goodwill of the foremen encourages petty corruption and tyranny and lowers the tone and self-respect of the employed. Lastly, the knowledge of men and boys of every other trade that in the event of failure or loss of character, the docks are always there with their promise of open-air work, occasional big money and freedom from all regularity and restraints, spreads the blight of casual labour to some extent over the whole community."

Enough has been said to prove that the present system is hopelessly bad—but seeing that shipping is a fluctuating trade and that casual labour is a necessity for the Port of Liverpool, the question we have to solve is, whether a practicable scheme can be put forward with any hope of ultimate success for doing away with those evils which undoubtedly arise from casual employment. Mr. W. H. Beveridge in his book on unemployment devotes many pages to the question of casual labour—and at one and the same time advances a very valuable theory as to the cause whilst hinting at the probable remedy. Mr. Beveridge says in brief that "the main force keeping together this under-employed reserve of labour is the casual demand of a multiplicity of individual employers. Each employer has his own group of hangers on at his gate, instead of all employers sharing a common reserve drawn from one centre."

The statement made by Miss Rathbone points to exactly the same conclusion. in her paper she says: "The fact, however, which seems to bring the question of Liverpool dock labour within the sphere of the practical reformer is this : that the present irregularity of employment is much greater than is arithmetically necessary to balance the irregularity of the amount of work in the Port, taking it as a single labour market."

As far back as 1893 the Executive Committee of the Liverpool Labour Conference recommended the following : " The Committee should endeavour by every means in its power to reform the system of engaging labour in this City, and it should seek to enlist the co-operation of all employers to that end. The ' stands ' at docks and warehouses should be diminished in number, brought into more convenient proximity, and connected with one another, and with one or more centres by telephone. In this manner information concerning the demand for labour could be collected and disseminated. Only respectable Liverpool men should have the advantage of this system. Men compulsorily idle during the daytime, should be given preference for night work, and the present system of working the same sets of men day and night should be discontinued as far as possible."

In a word the present system creates a demand for an unnecessarily large reserve of labour, all of whom must of necessity suffer from chronic under-employment.

Now when a demand is created the invariable concomitant is a supply of the requisite commodity. Some of my audience may wonder how the particular demand creates the supply—let us examine the matter further. For the sake of argument imagine in this City of Liverpool one employer of labour who finds that for some reason or other he can utilise the services of one hundred men twice a week. What would happen? This news would get about and gradually the requisite number of men would apply for work. In the first instance these men would probably consist of men temporarily unemployed in other trades—men attracted by the casual nature of the job, plus high wages for short hours (an additional attraction being the fact that no character was required and that the selection was more or less indiscriminate, every man feeling that he had at best a dog's chance of being taken on) and very soon he would tend to have a regular reserve of 100 or more always hanging round his gates simply because this reserve would know that by waiting there they were at least certain of two days work in the week, producing a bare subsistence wage, whilst if they went elsewhere their prospects were, to say the least, doubtful, not to mention the fact that they never know the precise day upon which they will be required and it is therefore necessary for them to present themselves each morning. The fact that all men are engaged at the same hour precludes their getting taken on elsewhere if they fail at their usual "stand." In course of time these 100 men would have settled down into regular casual workers, with little desire or hope of getting regular work, they in their turn would breed children who would be reared in an atmosphere of casual labour and would naturally have little chance of doing anything better when they came to man's estate. Now instead of one employer of this description imagine more than a hundred—each exerting his separate demand for men whom he can only employ casually during the week, and you have some idea how the demand for the casual Docker is created. I have laid stress on the fact that each employer creates a separate demand for men whom he cannot possibly employ more than a few days in each week, and the tendency of this demand is to attract a supply at least equal to the employer's maximum demand. In many instances employers deliberately spread the work out amongst the greatest number in order that they may keep as many men about as possible, and thus may never be short in case of emergency. I know actual cases where an employer, who could easily have employed 50 men on weekly wages, peddled the work out amongst 100 (giving each man approximately three days a week) simply because he occasionally wanted a hundred men all at once and wanted to make sure of having them. Some foremen actually black list a man if he does'nt " show up " each morning and I discovered several cases where " high numbers," who knew they had no earthly chance of being taken on, had attended the stand for fear that if they went to a rival firm, they would be for ever crossed off this particular foreman's list. We are therefore faced with the fact that the tendency is for each stand to collect a reserve at least equal to its maximum demand.

We must now consider whether it would not be possible by some method of pooling labour to do away with some of this huge reserve of labour and thus to spread the total amount of work over the fewest possible workers, instead of doing exactly the opposite as is the tendency at present. If every single employer were to want his maximum labour supply on one and the same day it is obvious that the sum total of each firm's maximum requirement would be the *necessary* reserve.

But is it at all likely that in such a fluctuating trade as shipping every one of over a hundred large employers is going to be busy at one and the same time? Is it not far more likely that as one employer gets busy another tends to get slack?

If this latter assumption is correct, it is obvious that by some method of pooling the available labour supply, the employer who is busy one day, can utilise the reserve of the firm who happens to be slack, and vice versa, and thus the necessary reserve of labour can be considerably cut down in dimensions.

Therefore to reduce the reserve to the lowest possible proportions we require:—

(a) The total labour demand of the port to be pooled.

(b) Absolute mobility of labour.

Considerations of the statistics collected during the month of January, 1912, will enable us to form a fairly accurate opinion as to the validity of certain of the foregoing arguments, whilst at the same time we shall be able to gather reliable evidence as to the total labour requirements of the Port.

The statistics which follow were collected during the month of January at the request of the Joint Committee in the following manner.

Every shipowner was supplied with a number of forms upon which he was asked to fill in daily, the number of men employed by him together with any surplus or shortage of men applying, and any other information which had any bearing on the question, such as the weather, etc.

The forms were of four different colours, so as to differentiate between Dockers loading, shipmen discharging, quay-porters and coal heavers. There was space on the forms for showing the number of men put on at each of the four recognised stands during the 24 hours, i.e., 7 a.m., 12.55 p.m., 6 p.m. and midnight (the latter two stands are "overtime" stands). In addition the delegates of the Dockers' Union lent valuable assistance in estimating the number of men taken on and the surplus or shortage on each stand, whilst a special band of investigators furnished by the staff of the Liverpool Labour Exchanges kept observations on the whole line of docks for the entire month of January. These investigators always attended the 7 a.m. stand and frequently spent the greater part of the day on the Docks.

Very great assistance was lent by certain of the Superintendent Wharfingers of the great steamship lines, who kept a daily dairy for the month, commenting on points of interest in connection with the engagement of their labour.

Table No. 1 gives in condensed form the most important points brought out by the enquiry.

TABLE

Date	QUAYMEN DISCHARGING					SHIPMEN DISCHARGING					DOCKERS LOADING				
	Total largest stand	Total smallest stand	Total largest Overtime stand	Total surplus	Total shortage	Total largest stand	Total smallest stand	Total largest Overtime stand	Total surplus	Total shortage	Total largest stand	Total smallest stand	Total largest Overtime stand	Total surplus	Total shortage
Jan. 1	4026	3670	453	426	1031	2141	1841	358	244	913	2740	2403	447	203	408
2	5438	4671	959	694	433	2758	2334	487	686	165	4374	3590	1214	991	166
3	5859	5294	718	1436	172	3157	2541	775	1023	179	4709	3898	1368	1110	190
4	6232	5767	736	1940	133	3111	2744	757	877	88	5100	4206	1769	1853	140
5	5248	5117	202	2056	22	2633	2505	461	1180	49	4565	3700	1553	1560	20
6	5143	4919	129	1645	43	2137	2010	334	1164	28	3316	3033	578	1461	—
7	19	19	—	—	—	14	14	170	—	—	440	181	280	50	—
8	5043	4747	288	1906	55	2685	2364	130	1668	31	3701	2702	676	1026	67
9	5789	5287	771	1680	110	2793	2407	921	773	96	4995	4082	1974	969	164
10	6326	5969	676	1515	98	3107	2752	755	507	90	5363	4447	2480	1142	99
11	6394	6139	731	1694	33	2899	2701	834	655	24	5066	4415	2558	1195	30
12	5929	5754	696	1665	71	2619	2474	664	734	2	4707	4201	2283	1432	34
13	4795	4755	16	1452	69	2272	2245	328	354	6	4173	3878	1261	1830	117
14	174	—	—	94	—	14	—	14	—	—	—	285	54	—	—
15	5041	4667	590	1673	76	3018	2658	721	637	36	4095	2845	1861	1240	104
16	5570	5159	769	1214	85	3100	2763	943	629	170	4148	3740	1749	738	150
17	5031	5104	182	1543	36	2427	2348	405	413	89	3688	3209	1192	645	212
18	3111	2691	928	2125	62	1901	1230	331	384	342	4210	3016	1817	736	650
19	4524	3914	640	1368	23	2555	2314	741	341	82	5302	4383	3196	799	82
20	3855	3819	61	1592	19	1509	1433	102	360	48	4899	4215	2194	537	377
21	—	—	—	—	—	14	—	—	—	—	263	263	—	10	—
22	4991	4332	369	1558	42	2568	2191	376	552	85	3641	3573	2239	987	86
23	5313	4698	713	1888	106	2801	2264	770	673	50	4772	4070	2330	1157	74
24	4991	4760	707	1737	11	2583	2243	724	715	31	4870	4094	2473	1103	127
25	5508	5123	680	1837	10	2550	2360	792	809	40	4198	3851	2348	1105	114
26	5611	5279	562	1885	39	2874	2648	895	371	106	4061	3719	2528	1270	14
27	5535	5517	228	1061	70	2507	2471	271	446	156	3663	2394	1035	866	24
28	—	—	—	50	—	14	—	264	—	—	9	9	3	—	—
29	5587	5151	1068	1097	246	3075	2258	956	430	81	3469	1311	1791	1379	271
30	5677	5193	758	1130	95	2846	2577	855	238	77	4728	3904	1978	858	131
31	5213	5147	376	1195	30	2850	2674	645	172	—	5460	4323	2620	760	90

No. 1.

COALHEAVERS					ALL CLASSES COMBINED					WEATHER
Total largest stand	Total smallest stand	Total largest Overtime stand	Total surplus	Total shortage	Total largest stand	Total smallest stand	Total largest Overtime stand	Total surplus	Total shortage	
458	424	17	143	13	9365	7978	1275	1016	2365	Fine
674	632	58	228	6	13244	11227	2719	2599	770	,,
694	570	175	294	—	14419	12303	3036	3836	541	,,
622	566	124	171	53	15065	13282	3386	4841	414	,,
587	538	110	194	—	13033	11860	2326	4990	91	Very wet
518	469	75	130	12	11114	10431	1116	4400	83	Stormy and wet
167	144	42	—	—	640	358	492	50	—	Fine
686	550	97	167	20	12115	10363	1191	4767	173	Fine and frosty
925	868	235	234	—	14502	12644	3901	3656	370	Wet
877	742	227	242	—	15673	13910	3138	3406	287	Fine
843	766	161	334	—	15202	14029	4284	3878	87	Wet
554	476	66	241	—	13809	12905	3709	4072	107	Fine
587	577	31	140	—	11827	11455	1636	2985	192	,,
89	85	—	—	—	297	370	68	94	—	,,
808	753	101	212	—	12962	10923	3273	3762	216	,,
799	706	146	173	30	13617	12368	3607	2754	435	Wet
545	496	69	350	36	11691	11157	1848	2951	373	Very wet
615	367	187	337	38	8837	7304	2633	3582	1092	Snowstorms
623	513	158	258	20	13004	11124	4736	2766	207	Frosty
745	640	117	125	5	11008	10107	2474	2615	449	,,
196	194	48	—	—	473	457	48	10	—	,,
910	838	108	185	5	12110	10934	3092	3282	218	Fine
859	798	243	206	21	13745	11830	4056	3924	251	,,
847	752	79	196	5	13291	11849	3983	3751	174	Frosty
753	681	116	165	—	13009	12015	3936	3916	164	,,
538	505	33	199	—	13084	12151	4018	3725	159	,,
478	477	70	117	2	12183	10859	1604	2490	262	,,
191	191	—	—	—	214	200	267	50	—	,,
539	419	72	242	—	12670	9639	3887	3148	598	,,
696	615	133	238	—	13947	12289	3724	2464	303	,,
1159	716	431	308	-	14882	12860	4072	2435	120	Wet

Columns 1, 2, 3, 4 and 5 need a little explanation.

Column 1. This figure shows the total number of men employed at the largest of the two "ordinary time" stands. For instance, one firm might be busiest at the 7 a.m. stand, whilst another would be busiest at 12.55, consequently to discover the largest number of men required for day work on any given day it was necessary to pick out the largest of the two stands for each individual firm and then to total those figures up to show the greatest daily demand for the whole Port.

Column 2 is obtained in exactly the same way as the above, except that it refers to the smaller of the two stands.

Column 3 is obtained in the same manner for the purpose of showing the maximum overtime requirement on any given day.

Column 4 represents the number of men estimated as being left over on the 7 a.m. stand. These figures may be taken as being substantially accurate in that they represent the mean of estimates furnished by the Superintendent Wharfingers, Union Delegates and special investigators.

Column 5 represents the shortage of men, as estimated by the foremen porters and stevedores.

First of all it should be remembered that by common agreement the month of January was the busiest month in the busiest season known for many years, and therefore it will be fair to assume that the largest number of men required on any given day in January will represent the high-water mark of labour required on the Docks. Inspection of the total of all classes combined shows that January the 10th is the busiest day, and that the total number of men required for day-time work is 15,673.

It is not fair to assume, however, that this figure represents the greatest number of men required to do the work of the Port, in view of the fact that overtime has to be considered.

The greater part of the overtime is done by the Dockers who work day-time work and, in fact, overtime being paid for at a very much higher rate is looked upon by the day-time worker as a perquisite, and there is generally trouble if he does'nt get his fair share of overtime.

There is no reliable data as to actual amount of work done by any given docker and therefore I will assume that a totally distinct class of men from those employed on day work are required for overtime. (In estimating the reserve required, I prefer to over estimate rather than under estimate).

Therefore, we must add to the figure 15,673 the figure 3,901, which represents the number of men working overtime the previous day, i.e., January the 9th, and thus we get a total of 19,574. To this total we must add the total shortage of men notified, i.e., 287 and we get the figure 19,861, which represents the maximum requirement of the Port during January.

The membership of the Docker's Union, as vouched for by their general secretary, is 29,500, from which we must deduct about 2,300 as representing bargemen, cold storage workers and shore gangs. Mr. Sexton informs me that the genuine Docker, as represented by the Union membership, rarely, if ever, seeks work elsewhere than the Docks, so that we may take it that these 27,200 men are practically dependent on the Docks for a living.

It must not be forgotten that the figure quoted above is for men who follow dock labouring as practically their sole profession, and does not include the hundreds of men who fly to the Docks immediately there is a temporary depression in their own trade. To sum up, there is at the present moment at least a surplus of 7,000 men over and above the requirements of the Port at its busiest possible season, whilst the probability is that this number is very largely increased at times of other trade depression, not to mention the fact that by better organisation the actual number of men required now could probably be very materially decreased.

The next interesting feature is a comparison of columns 1 and 2. The difference between these columns represents the fluctuation in the number of men required at the two " day " stands. It will be noted that the difference very closely approximates to the number of men required to work overtime. This suggests the possibility of so organising a given number of men so that they might all have a given amount of both day work and overtime. Thus no man would be worked excessively long hours, as happens nowadays, which simply leads to inefficiency, great expense to the shipowner, and rapid physical decay of the man.

The great argument for working the same men overtime as have been working day-time is the fact that such men are " used to the job," they know where everything is, etc., and if a fresh lot of men were put on they would come strange to the work and would lose a great deal of time. Besides, as I mentioned before, overtime, being well paid, is liked by the men and they would resent outsiders coming in.

It would appear, however, to be quite possible to so organise the work that the men in any given week could be divided up into gangs, all of whom would get a good week's day-work, with a fair share of night work. Whilst in the overtime work the gangs could be so arranged as to always have a certain number of men on from the preceding shift to show the new shift the " hang of the job."

The following table is plotted on the following assumption—i.e. that an average docker can easily work five full days and two half nights (you will notice that I say *can* work—I do not necessarily mean to imply that the present generation *will* work these hours) :—

TABLE No. 2

	Jan. 1	Jan. 2	Jan. 3	Jan. 4	Jan. 5	Jan. 6	Total Hours per week	Estimated No. of men required
Quaymen discharging	34354	45455	50806	55555	46541	41035	273766	5165
Shipmen discharging	14777	23214	26365	27748	23725	16250	132079	2492
Dockers loading......	22079	38102	44154	48090	38188	25269	215882	4073
Coalheavers	3200	5096	5238	5190	4878	3705	27307	515
								Total...12245
	Jan. 8	Jan. 9	Jan. 10	Jan. 11	Jan. 12	Jan. 13		
Quaymen discharging	44795	51735	56877	57443	54090	40275	305215	5758
Shipmen discharging	21352	26663	28592	26109	24518	19709	146943	2772
Dockers loading......	29138	45996	52007	51203	48205	36502	263051	4963
Coalheavers	5566	7312	7298	6686	4256	4761	35859	676
								Total...14169
	Jan. 15	Jan. 16	Jan. 17	Jan. 18	Jan. 19	Jan. 20		
Quaymen discharging	45091	50479	40072	25827	39958	33199	234326	4421
Shipmen discharging	25306	28763	18496	14802	24158	13129	124654	2352
Dockers loading......	35669	41756	31585	39848	52815	43427	245100	4624
Coalheavers	6413	5846	4208	4347	5241	6052	32107	605
								Total...12002
	Jan. 22	Jan. 23	Jan. 24	Jan. 25	Jan. 26	Jan. 27		
Quaymen discharging	42688	46658	44264	49079	50283	48013	280985	5301
Shipmen discharging	22203	24236	23139	24800	26928	22759	144065	2718
Dockers loading	41993	46446	48058	43479	42655	27222	249853	4714
Coalheavers	7198	7158	6416	5229	4525	4425	34951	659
								Total...13392
	Jan. 29	Jan. 30	Jan. 31					
Quaymen discharging	49795	50001	47787					
Shipmen discharging	29032	27393	26490					
Dockers loading......	26627	47308	54967					
Coalheavers	4155	5567	9176					

The number of hours worked in each week during January has been carefully computed, and the totals for each week has been divided by the number of hours comprised in five days and two half nights. The result shows the number of men which might be sufficient to do the available amount of work were the labour of the Port organised to a great pitch of perfection.

Please bear in mind that I do not say such a result is absolutely possible—but I do contend that it is not outside the bounds of practical politics.

These figures contrasted with the number of dockers at present plying for hire make one think furiously, for if, say, 15,000 can do the work, how much money is being wasted by the shipowners and the ratepayers of Liverpool keeping a reserve of 27,000? Not to mention the misery and the demoralisation inflicted on all by the sharing out of jobs, sufficient at the maximum period of trade for 15,000, amongst 27,000.

I would now ask you to contrast the figure 27,200, representing the known number of genuine dockers, with Table No. 3 :—

TABLE No. 3

Firms	Quaymen Dis-charging	Dockers Loading	Shipmen Dis-charging	Coal-heavers	Firms	Quaymen Dis-charging	Dockers Loading	Shipmen Dis-charging	Coal-heavers
1	796	757	570	—	Brought forward	..8279	8011	5364	1346
2	432	338	201	251	64	87	247	75	68
4	50	—	252	—	65	—	—	208	—
4a	—	579	103	38	66	137	—	—	—
7	153	236	121	31	67	200	—	—	—
8	1068	777	544	20	68	23	42	37	20
9	302	479	260	106	69	—	105	—	—
10	387	424	208	46	70	—	99	—	—
11	118	344	97	—	71	—	124	—	—
13	438	351	296	67	73	78	340	—	—
15	70	193	100	—	75	27	37	14	—
16	553	423	310	49	76	—	56	—	—
17	242	261	142	67	78	—	51	—	—
18	174	181	142	151	79	42	56	18	—
19	122	124	86	12	80	20	20	—	—
20	175	14	—	—	82	—	47	—	—
21	187	—	—	—	84	—	37	—	—
35	—	—	—	160	87	12	28	11	—
42	180	133	135	20	94	165	—	—	—
44	92	96	88	30	96	—	—	—	101
46	77	88	61	22	99	—	—	—	11
47	—	608	296	36	104	—	26	60	67
48	179	194	222	—	105	—	—	133	—
49	322	—	—	—	106	—	73	32	—
50	94	—	—	—	108	215	—	133	—
51	151	298	150	—	109	132	174	62	70
52	465	120	185	—	110	100	180	95	—
53	119	481	59	46	112	141	207	142	—
54	245	—	—	—	113	57	45	45	19
55	908	—	67	—	114	—	116	—	—
56	—	54	63	—	115	—	32	—	—
57	—	—	36	—	116	—	87	—	10
61	—	188	183	26	117	98	113	83	—
63	180	270	387	168	118	—	—	—	124
Carried forward	8279	8011	5364	1346	Totals	9813	10353	6512	1836

28514

This table shows the greatest number of men required by each individual employer on his busiest day. (These busiest days by no means coincide as to date).

Assuming, however, that the tendency is for each firm to attract a reserve sufficient for its maximum days requirements if we add up the totals of each individual firm, we shall get the number of men required when each employer acts as a separate and distinct labour market.

Please note the number carefully, *28,514*, a number which bears a suspicious resemblance to the actual figure of known dockers, i.e., 27,200. This table, at any rate, lends colour to the theories so ably advanced by Mr. Beveridge, and which were briefly discussed in my introduction. The following figures, which have been obtained from two of the largest firms on the Docks, show the number of individuals who received work each week during January. This figure contrasted with the actual number of individuals actually required will show how the work is distributed amongst an unnecessarily large reserve :—

TABLE No. 4

FIRM No. 1.

Week ending	Largest Number of men required on any given day during week, including overtime				Actual number of individuals receiving wages at end of each week.			
	Shipmen	Quay Porters	Coal Heavers	Total	Shipmen	Quay Porters	Coal Heavers	Total
Jan. 6 ...	489	382	—	871	1260	976	—	2236
„ 13 ...	980	679	—	1659	1315	961	—	2276
„ 20 ...	906	586	—	1492	1716	814	—	2530
„ 27 ...	681	770	—	1451	1458	1200	—	2658
FIRM No. 2.								
Jan. 6 ...	442		26	468	810		164	974
„ 13 ...	594		248	842	1086		282	1368
„ 20 ...	488		229	717	1104		247	1351
„ 27 ...	617		240	857	1304		264	1568

It will be seen from the above table that in any given week the available amount of work is distributed over practically double the number of men actually required. Take firm No. 1 during the week ending January 6th, the greatest number of men required on any given day (making full allowance for overtime) was 871; therefore, 871 represents the maximum number who need appear on the paysheet. Yet we find that actually *2,336* individuals were employed during that week. Appended table shows the daily number of men required by firms 1 and 2 for comparison with Table No. 4:—

TABLE 4a

Daily Total of Men Employed during January.

	FIRM 1. Total.	FIRM 2. Total.
Jan. 1	685	201
2	515	307
3	353	286
4	670	447
5	762	468
6	871	346
7	280	—
8	1462	278
9	1659	777
10	1583	765
11	1319	842
12	1142	618
13	864	429
14	—	—
15	1441	552
16	1492	717
17	1420	619
18	960	324
19	1064	626
20	809	489
21	—	—
22	961	672
23	1189	543
24	1100	857
25	1451	945
26	1379	713
27	1110	479
28	—	—
29	1157	431
30	1097	543
31	1547	574

Graph No. 5 represents the total amount of work done at the Docks during January:—

(a) So as to concentrate the work upon the smallest number of men necessary for the requirements of the Port. (And not only to concentrate it upon the smallest number, but also to so apportion the work amongst that number as to keep as many men as possible regularly employed.)

(b) Represents the best results which could be achieved were each employer to act as a separate labour market on the lines of Table 3.

The point to be remembered is this—that in each case the total amount of work is the same—but in one case it has to be distributed over far more men than in the other case.

The black line probably approximately represents the actual state of affairs during January, except that the employers, as a whole, would probably not have shared out the work quite so evenly, i.e., a certain small percentage would have received six days a week, whilst more men would have received periods of employment of less than two days duration per week.

In fine the black line represents the best possible organisation which could exist if each employer acted as a separate labour market and was desirous of keeping about him sufficient men to meet his maximum requirements.

The red line represents the organisation which is possible by complete concentration.

I do not say that this organisation is probable or is even desirable. It is obvious that it tends to great hardship for the casual fringe, but at a later period when all casual labour markets are linked up together it may be possible to dovetail the work of the "three days and under," so that they get other casual work outside the Docks. There are also other methods whereby the work for the casual fringe can be regularised to which reference will be made later.

TABLE No. 5a

Organisation 15,673 men employed		Without Organisation 28,514 men employed		Work Obtained
No. of men	% of Total	No. of men	% of Total	
8837	56·4	—	—	6 days per week
2854	18·2	—	—	Between 5 & 6 days per week
979	6·2	—	—	„ 4 „ 5 „ „
363	2·3	20026	70·2	„ 3 „ 4 „ „
712	4·5	3555	12·4	„ 2 „ 3 „ „
757	4·8	1541	5·4	„ 1 „ 2 „ „
1171	7·4	3392	11·9	Less than one day per week
15673	100·0	28514	100·0	

Columns No. 4 and 5 of Table 1 are extremely interesting in exemplifying the extraordinary inefficiency of the present system. Here we get every day a large surplus of men applying for work and at the same time there are always local shortages. For instance, look at January the 18th; here we get a surplus at certain places of 3,582, whilst there is a shortage elsewhere of 1,092.

It will be noted that at the outside there are never more than 22,000 men actually applying for work at any given time. This is probably due to the fact that work is good and the best men can easily earn as much as they want to in, say, three or four days—they then absent themselves from the Docks until their pockets are empty. Thus you continually have a certain percentage of men who, although dependent on Dock labouring for a living, are not actually applying for work. You will often hear foremen complaining that their best men only work when it pleases them—the reason is not far to find, these men having never been offered more than doles of work have gradually become casual by nature—they have lost the power of application—for many years the employers have given them work as and when it suited them (the employers) and now that the "low numbers" are *always* in demand owing to a period of somewhat exceptional prosperity, they somewhat naturally please themselves as to whether they always turn up—can anyone blame them?—I, for one, certainly do not.

Whilst on the question of surplus and shortage, I should like to comment on one or two other curious features in connection therewith—it is not always fair to assume that because there is a surplus of men that these are men capable of doing efficient work elsewhere—very frequently a foreman will deliberately work shorthanded rather than put on inferior men. Another fact to be noted is that a shortage of shipmen may cause a surplus of quay porters. Since if the boat cannot discharge at full pressure a less number of quay porters are required. The men are rather specialised into the various branches of docking and unfortunately a quay porter is generally little use as a shipman. In the future it will undoubtedly be necessary to train youths up to be efficient at any branch of the work, in order that the reserve of labour may be reduced to as small dimensions as possible. There is nothing inherently impossible in this, as I have taken the trouble to make a careful enquiry on the point. Again a shortage is frequently caused by a bullying foreman, whose reputation gets so bad that men will not apply for work on his stand unless hard put to it for a job. Or again the cargo may be an unpleasant one; or the berth may be a long way from the Dock Road.

Those firms who pay "up to and including" Saturday always get a big Saturday stand, whilst conversely firms who do not adopt this method usually get a poor stand.

Monday is generally characterised by a poor muster, the reason probably being that the men having received their money on Saturday are fairly "flush" and a number of them prefer to "play off."

The curve (graph No. 6) relating to surplus and shortage has one or two interesting features. The shortage on January 1st is, of course, abnormal and due to the fact that the docker looks at New Year's Day as a holiday and simply refuses to turn up.

The weather usually has an adverse action upon the muster. On wet days the men are loth to turn out. This statement is rather belied by the muster on the 5th—but this exceptional surplus was probably due to the fact that the men had not worked during the earlier part of the week and were forced by necessity to turn out on the Friday, wet though it was.

Generally speaking, the surplus is smallest on Mondays and Saturdays, due to the men's disinclination to turn out on these days. The curious shortage dip on the 18th is due to the snowstorms—but it is noticeable that there was also a surplus on the same day of 3,500—a striking commentary on the inefficiency of the present system.

The graph (No. 7) shows a somewhat interesting state of affairs. They emphasise the fact that each week forms a definite cycle of employment. This weekly fluctuation looks alarming at first sight, but I am not at all certain that it could not largely be done away with. It will be noticed that the number of men working gradually rises to high-water mark on Wednesday and Thursday and then gradually sinks down again. This is partly due to the fact that the majority of sailings take place in the middle of the week and that there is always a rush just at the last to get the ship round. This rush could be largely obviated by organisation, and I shall have a few words to say on this point in the latter part of my paper. Then again, the tendency is for the most efficient men who have earned the most money to play off the early part of the week and consequently in some cases firms who could regularise their weekly work do not do so owing to the fact that their best men are off on Monday and Tuesday and they prefer to leave the work over until mid-week rather than put on inferior men. Saturday is always a slack day, because the men always turn up badly on a pay day upon which they are only going to get paid up to and including Friday. They seem to feel that if they work on Saturday and only get paid wages up to and including Friday, they are putting in a day's work for nothing!

Some firms have deliberately fixed their sailing days for the middle of the week, owing to the bad musters at the beginning of the week—and thus it would seem feasible to largely do away with these weekly cycles as and when the morale of the men is improved.

The curious dip in the curve relating to quay porters on the 18th and 19th is due to the heavy snowstorms which rendered carting impossible and thus temporarily stopped the demand for trucking on the quay.

It will be noted that the graph (No. 8) referring to overtime follows very closely the curve of the graph relating to day work. I am firmly convinced that with the efficiency, etc., which is bound to result from organisation a great amount of this overtime could be obviated by putting more men on day work the first two days in the week. The curious double cycle in the third week undoubtedly is due to the snowstorms. You first get the normal rise and then a sudden fall owing to disorganisation due to the storms, you then get a very steep rise consequent upon the added pressure of work due to the temporary stoppage. The following suggestions may supply a clue as to a possible method of smoothing out this curve.

There is one other factor which I have already hinted at as being responsible for the swelling of the reserve, and at this juncture I should like to make a few observations upon it—I refer to overtime.

Now overtime as at present worked is costly, demoralising, inefficient and often unnecessary. I have heard it said times out of number that 75 per cent. of the money spent on overtime might just as well be thrown into the Docks. Be that as it may, in so far as it is necessary, it must be worked, but if a certain amount could be obviated, it would be to the advantage of all parties concerned. A great deal of overtime is caused by congestion of goods on the quays. For instance, a boat starts discharging and fills up all the available quay space. Discharging has then to be stopped until the goods are cleared away, whilst there may be considerable delay in doing so. Then in view of the fact that the boat has to sail at a certain date, overtime has to be worked in order to get her out in time. There are often cases where goods, despite special rent and penalty rent, are left an undue length of time on the quay, the simple reason being that by so doing, handling and warehouse charges are obviated. If quicker delivery was taken, however, the congestion would be relieved and a certain amount of overtime obviated.

It must not be forgotten of course that whilst boats are discharging all day and night, delivery is only being taken by day.

Possibly what is wanted is a compromise between excessive haste in discharging and undue delay in taking delivery.

Again frequently, a merchant comes down to take delivery and finds his goods hidden away at the back of a shed with any amount of stuff in front of them. He cannot possibly get hold of his goods until those in front are moved. Had there been facilities for getting his goods, such as an overhead travelling electric crane, he could have cleared his stuff and relieved the quay congestion.

The system whereby the consignee's man comes down to the Docks at 7 o'clock to take delivery is a bad one and could be improved. This man may have three or four calls to make and naturally he cannot be at four places at once. Very often he arrives after the stand is over and the men are all gone and consequently he cannot get delivery that morning. This may very possibly involve the working of overtime. I have consulted a number of prominent merchants and they see no reason why it should not be possible in the majority of cases to ring up the

Clearing House, say at 4 o'clock, and let them know their requirements for the morrow. This would enable the Clearing House to inform the Foreman Porter as to the amount of stuff of which delivery was wanted, and consequently the foreman could order a certain number of men back, thus tending to regularise the work of the men—whilst at the same time ensuring a sufficient supply of labour.

One cannot but help being struck with the antiquated methods in vogue at the Docks, such as horse haulage with all its attendant disadvantages, and it would appear that more modern machinery, such as overhead travelling electric cranes, etc., would go far to relieve the present congestion.

The organisation of the Railway Goods Yard and their methods of handling goods would seem to allow scope for improvement, and whilst investigating at the Docks I have heard many complaints on the score of undue delay, especially at Birkenhead. It must not be forgotten, however, in extenuation, that the congestion caused by the late strike has never really been worked off, yet all the same the present system is obviously far from perfect.

The fact of the matter is that where labour is very plentiful and cheap there is little or no incentive to provide efficient machinery. It is only when labour becomes scarcer and really efficient that the necessity for machinery arises in order that production may be cheapened.

Motor traction would probably have been introduced long ago had there been any way of getting the motors loaded quickly. As things are at present a motor can but take its turn in a long queue and wait there until it is loaded—it then has to crawl along the Dock road taking its pace from the slowest cart and wait its turn in a long queue again before it can discharge. Overhead electric travelling cranes might obviate all this delay, although even then I am doubtful whether the motor is a paying proposition for short journeys. Another cause of overtime which would appear to be remediable is the sending down of cargo at the very last moment (often done with the object of getting it stowed on top so that it may not be crushed and may come out first). It will thus be gathered that there are a number of ways in which overtime might be lessened, and if a start was made by putting all foremen on a fixed weekly wage with no extras for overtime, I am inclined to think that the foremen would soon find a way of reducing it to a minimum. I find that in other Ports far more stringent regulations are in force as regards the sending of cargo down to the ships, and the leaving of goods upon the quay.

Table No. 9 shows the distribution of labour with reference to the various Docks—it is useful as forming some guide as to the areas to be served by each Clearing House and the best location for each surplus stand.

Table No. 10 shows in detail the number of men employed during January.

(a) By Shipowners direct.

(b) By outside firms of Master Porters and Stevedores.

Table No. 11 gives the average daily number of men employed by each individual firm.

TABLE

Date	A—ALEXANDRA AREA.					B—CANADA AREA.				
	Quaymen Discharging	Shipmen Discharging	Dockers Loading	Coalheavers	Totals	Quaymen Discharging	Shipmen Discharging	Dockers Loading	Coalheavers	Totals
Jan. 1 ……	709	464	582	84	1839	1520	563	373	158	2614
2 ……	1201	742	608	72	2623	1689	613	930	325	3557
3 ……	1167	647	526	77	2417	2007	867	1200	183	4257
4 ……	1311	869	388	74	2642	2196	990	1184	103	4473
5 ……	1321	785	380	62	2548	2064	1014	903	153	4134
6 ……	1142	616	402	83	2243	2046	960	604	130	3740
7 ……	…	…	…	…	…	…	…	280	4	284
8 ……	1068	514	914	54	2540	2205	1187	614	185	4191
9 ……	1284	669	1130	48	3131	2312	1260	1162	458	5192
10 ……	1222	695	843	46	2806	2620	1264	1545	376	5805
11 ……	1194	670	892	82	2838	2563	1090	1449	372	5474
12 ……	1218	603	1043	108	2972	2282	960	1092	109	4443
13 ……	763	409	888	107	2167	1830	742	882	149	3603
14 ……	136	29	…	…	165	…	…	…	4	4
15 ……	1039	572	977	73	2661	2230	1045	580	397	4252
16 ……	1332	768	799	36	2935	2491	1046	1015	464	5016
17 …..	1235	606	367	43	2251	2196	882	1418	266	4762
18 ……	825	701	324	48	1898	1124	338	1648	212	3322
19 ……	1105	739	557	63	2464	1840	807	1499	157	4303
20 ……	1009	559	757	72	2397	1500	478	944	191	3113
21 ……	…	93	…	20	113	…	…	…	…	…
22 ……	1187	632	906	48	2773	1920	876	976	397	4169
23 ……	1271	783	797	53	2904	1768	875	1084	309	4036
24 ……	1133	700	924	85	2842	1741	942	1198	276	4157
25 ……	1217	710	838	57	2822	2085	917	1074	295	4371
26 ……	1538	924	1081	50	3593	2078	1101	443	120	3742
27 ……	1480	680	697	44	2901	2204	1160	421	125	3910
28 ……	10	…	…	8	18	…	…	…	45	45
29 ……	1251	…	572	45	1868	2216	1205	801	153	4375
30 ……	1534	…	573	36	2143	1939	972	1181	305	4397
31 ……	1486	…	620	62	2168	1841	782	1994	509	5126

No. 9

C—COASTWISE.					D—SOUTH LIVERPOOL.					E—BIRKENHEAD.				
Quaymen Discharging	Shipmen Discharging	Dockers Loading	Coalheavers	Totals	Quaymen Discharging	Shipmen Discharging	Dockers Loading	Coalheavers	Totals	Quaymen Discharging	Shipmen Discharging	Dockers Loading	Coalheavers	Totals
178	227	576	65	1046	1427	783	657	67	2934	92	73	643	69	877
240	250	962	97	1549	2102	1110	878	85	4175	111	97	1193	95	1496
270	451	747	88	1556	2381	1036	1193	181	4791	127	93	1374	126	1720
302	342	1079	109	1832	2082	846	1312	170	4410	92	69	1422	252	1835
290	284	841	54	1469	1682	516	1282	124	3604	81	...	1275	167	1523
204	114	1232	81	1631	1572	496	583	135	2786	95	25	703	97	920
...	14	...	107	121	...	...	...	...	...	...	...	160	25	185
205	244	883	95	1427	1515	663	843	218	3239	64	103	690	40	897
195	85	979	117	1376	2036	865	912	174	3987	43	...	983	53	1079
226	255	883	144	1508	2142	959	1050	215	4366	53	...	1088	51	1192
219	139	1071	100	1529	2393	1085	776	163	4417	138	...	1150	104	1392
236	259	997	140	1632	2366	872	685	78	4001	148	...	1303	73	1524
169	239	962	111	1481	1830	891	837	158	3716	142	...	836	13	991
4	...	...	95	99	...	...	...	...	...	...	...	...	...	...
241	308	830	122	1501	1713	893	564	158	3328	150	56	1045	50	1301
206	223	868	109	1406	1854	1045	822	153	3874	159	23	816	33	1031
221	160	705	43	1129	1718	1057	629	93	3497	138	...	579	78	795
189	168	784	104	1245	1134	828	556	99	2617	149	...	983	112	1244
204	127	922	118	1371	1733	992	1269	118	4112	39	...	1244	134	1417
193	31	919	101	1244	1394	458	1315	166	3333	12	...	1278	117	1407
...	14	...	92	106	...	...	24	...	24	...	...	263	43	306
267	228	769	102	1366	1877	601	687	179	3344	4	64	1257	162	1487
290	175	1021	102	1588	2021	879	552	175	3627	...	...	1399	146	1545
277	136	820	111	1344	1927	839	708	201	3675	...	...	1397	101	1498
262	34	844	111	1251	2010	879	716	234	3839	24	...	1025	46	1095
203	191	915	92	1401	1928	706	1151	184	3969	...	...	883	18	901
265	45	1153	96	1559	1753	625	774	149	3301	...	...	626	38	664
...	14	793	107	914	...	...	...	...	...	...	...	...	...	...
305	190	...	137	632	1857	920	454	101	3332	...	71	914	14	999
259	173	749	105	1286	1927	749	865	117	3658	...	...	1288	117	1405
258	117	827	143	1345	1937	1011	837	151	3936	...	...	1394	153	1547

TABLE

Day...	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Largest Stand	Number of Men employed each day by the Shipowners themselves :—														
	6020	8277	9139	9658	8035	7208	319	8029	9860	10481	9941	8987	7039	14	8587
	Number of Men employed each day by the Master Porters, Master														
	3345	4967	5280	5407	4989	3906	321	4086	4642	5192	5261	4822	4788	263	4375
Largest Overtime Stand	Number of Men employed each day by the Shipowners themselves :—														
	1001	1827	2213	2475	1553	810	492	964	2883	2699	2849	2648	1086	14	2424
	Number of Men employed each day by the Master Porters, Master														
	274	902	823	911	773	306	—	227	1018	1439	1435	1341	550	54	849
	The number of Men employed direct by Shipowners is made up as														
Quaymen disch'g ..	2532	3264	3593	3924	3128	3279	—	3407	3706	4077	4067	3613	2769	—	3497
Shipmen disch'g ..	1272	1578	1900	1894	1639	1326	14	1927	1929	2062	1818	1588	1258	14	1996
Dockers loading ..	1989	3105	3404	3662	3128	2421	280	2523	3798	3934	3600	3508	2830	—	2677
Coal-heavers ..	227	330	242	178	140	182	25	172	427	408	456	278	182	—	417
	The number of Men employed by the Master Porters, Master Stevedores														
Quaymen disch'g ..	1494	2174	2266	2308	2120	1864	19	1636	2083	2249	2327	2316	2026	174	1544
Shipmen disch'g ..	869	1180	1257	1217	994	811	—	758	864	1045	1081	1031	1014	—	1022
Dockers loading .	751	1269	1305	1438	1437	895	160	1178	1197	1429	1466	1199	1343	—	1418
Coal-heavers ..	231	344	452	444	438	336	142	514	498	469	387	276	405	89	391
	The number of Men employed direct by Shipowners is made up as														
Quaymen disch'g	270	696	519	537	140	129	—	288	720	282	291	264	16	—	573
Shipmen disch'g ..	310	498	715	663	406	279	170	105	828	690	738	508	278	14	448
Dockers loading ..	411	619	947	1230	986	350	280	496	1244	1664	1719	1563	767	—	1358
Coal-heavers ..	10	14	32	45	21	52	42	75	91	63	101	313	25	—	45
	The number of men employed by the Master Porters, Master Stevedores														
Quaymen disch'g ..	183	263	199	199	62	—	—	—	51	394	440	432	—	—	17
Shipmen disch'g	48	—	60	94	55	55	—	25	93	65	96	156	50	—	273
Dockers loading ..	36	595	421	539	567	228	—	180	730	816	839	720	494	54	503
Coal-heavers ..	7	44	143	79	89	23	—	22	144	164	60	33	6	—	56

No. **10**

16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
9397	8477	6752	8429	6955	46	8830	9420	8888	9460	9293	8611	23	9413	10018	10430
Stevedores and Coal Contractors :—															
4220	3214	2085	4575	4053	427	3280	4325	4503	3549	3791	3572	191	3257	3929	4452
2588	1676	2070	3134	1880	48	1995	2722	2760	2782	2971	1156	267	3006	2757	2820
Stevedores and Coal Contractors :—															
1019	172	563	1602	594	—	1097	1334	1223	1154	1047	448	—	881	967	1252
follows (*Largest Ordinary-time Stand*) :—															
3889	3425	2025	2966	2362	—	3453	3568	3515	4052	4118	4148	—	4207	4036	3794
2060	1796	1130	1463	912	14	1843	2092	1691	1693	2214	1830	14	2364	1962	1885
3038	3004	3437	3842	3456	—	3078	3376	3275	3338	2808	2453	9	2687	3745	4258
410	252	160	158	225	32	456	384	407	377	153	180	—	155	275	493
and Coal Contractors is made up as follows :—															
1681	1606	86	1558	1493	—	1538	1745	1476	1456	1493	1387	—	1380	1641	1619
1040	631	771	1092	597	—	725	709	892	857	660	677	—	711	884	965
1110	684	773	1460	1443	263	563	1396	1595	860	1253	1210	—	782	983	1202
389	293	455	465	520	164	454	475	440	376	385	298	191	384	421	666
follows (*Largest Overtime Stand*) :—															
727	182	208	384	34	—	313	574	508	570	519	228	—	884	584	200
619	291	331	538	61	—	266	609	605	624	823	271	264	779	710	597
1153	1152	1501	2189	1752	—	1383	1401	1647	1513	1629	625	3	1326	1413	1892
89	51	30	23	33	48	33	138	—	75	—	32	—	17	50	131
and Coal Contractors is made up as follows :—															
42	—	90	256	27	—	56	139	199	110	43	—	—	184	174	176
324	114	—	203	41	—	110	161	119	168	72	—	—	177	145	48
596	40	316	1008	442	—	856	929	826	835	899	410	—	465	565	728
57	18	157	135	84	—	75	105	79	41	33	38	—	55	83	300

TABLE No. 11

DAILY AVERAGE OF MEN EMPLOYED BY EACH FIRM.

Firms	Quaymen Discharging		Shipmen Discharging		Dockers Loading		Coalheavers		TOTAL All Classes	
	7 a.m.	Over-time	7 a.m.	Over-time	7 a.m.	Over-time	7 a.m.	Over-time	7 a.m.	Over-time
1	522	34	226	109	283	215	...	...	1031	358
2	225	7	94	7	80	69	96	...	495	83
4	...	...	88	38	...	...	...	...	88	38
4a	3	2	16	9	252	98	9	8	280	117
7	102	2	61	2	65	62	12	2	240	68
8	674	73	280	74	267	83	2	1	1223	231
9	121	52	70	50	133	111	33	7	357	220
10	226	63	77	53	217	141	11	7	531	264
11	57	...	43	...	184	55	...	...	284	55
13	250	6	115	25	157	115	17	6	539	152
15	33	3	36	16	45	7	...	...	114	26
16	328	51	167	47	140	36	13	8	648	142
17	146	21	69	33	97	45	25	2	337	101
18	56	3	26	5	37	17	17	6	136	31
19	58	...	20	...	40	6	2	2	120	8
20	108	3	...	...	6	3	...	...	114	6
21	57	1	...	...	...	...	...	...	57	1
35	...	...	...	...	...	...	77	18	77	18
42	51	5	33	6	38	10	1	2	123	23
44	39	...	26	...	43	1	13	2	121	3
46	19	...	16	1	21	1	2	...	58	2
47	...	...	53	19	248	192	5	3	306	214
48	96	3	110	8	65	12	...	...	271	23
49	216	6	...	...	...	...	...	...	216	6
50	40	...	6	...	...	...	...	...	46	...
51	45	10	30	9	96	45	...	...	171	64
52	215	13	62	4	36	4	...	...	313	21
53	33	...	24	...	51	149	10	5	118	178
54	41	...	...	...	...	...	...	...	41	...
55	515	57	...	...	...	...	...	...	515	57
56	...	...	22	...	...	...	...	...	22	...
57	...	...	12	1	...	...	...	...	12	1
61	...	1	51	21	42	33	4	2	97	57
63	69	8	152	34	96	38	83	7	400	87

TABLE No. 11—*Continued*

Firms	DAILY AVERAGE OF MEN EMPLOYED BY EACH FIRM.									
	Quaymen Discharging		Shipmen Discharging		Dockers Loading		Coalheavers		TOTAL All Classes	
	7 a.m.	Over-time	7 a.m.	Over-time	7 a.m.	Over-time	7 a.m.	Over-time	7 a.m.	Over-time
64	15	...	9	1	86	41	16	5	126	47
65	...	...	85	...	...	...	...	...	85	...
66	36	...	...	...	...	...	...	...	36	...
67	78	...	...	...	...	...	...	...	78	...
68	18	...	26	6	26	1	7	...	77	7
69	...	...	...	...	78	...	...	...	78	...
70	...	...	...	...	36	...	...	..	36	...
71	...	...	...	...	99	...	...	...	99	...
73	61	5	...	...	225	92	...	...	286	97
75	3	3	2	4	16	21	...	...	21	28
76	...	...	...	...	16	1	...	...	16	1
78	...	...	...	...	32	17	...	..	32	17
79	9	13	5	8	5	14	...	...	19	35
80	...	1	...	...	3	1	...	...	3	2
82	...	...	...	...	16	12	...	...	16	12
84	...	...	...	...	10	1	...	...	10	1
87	1	...	1	...	8	...	...	...	10	...
94	37	...	...	...	...	...	...	...	37	...
96	...	...	...	...	...	...	47	26	47	26
99	...	...	...	...	...	...	3	...	3	...
104	...	...	4	...	4	...	10	...	18	...
105	...	...	56	1	...	...	...	...	56	1
106	...	...	3	2	15	2	...	...	18	4
108	115	...	50	...	...	...	...	...	165	...
109	40	4	12	3	35	38	7	6	94	51
110	46	2	53	1	32	13	...	...	131	16
112	57	6	46	28	73	24	...	...	176	58
113	21	2	10	2	10	...	8	...	49	4
114	...	...	...	...	33	31	...	...	33	31
115	...	...	...	...	6	2	...	...	6	2
116	...	...	..	...	...	...	6	...	6	...
117	33	1	21	1	25	3	...	...	79	5
118	...	...	...	...		...	97	1	97	1
Totals	4915	461	2368	628	3628	1862	633	126	11514	3077

The foregoing statistics will have proved even to the most sceptical that affairs at Liverpool Docks are sadly in need of organisation, and as the greater part of my remarks have been devoted to the hardship entailed upon the worker by the present system, it will not be amiss to mention a few of the defects of the present system from the Employer's point of view.

(1). It creates an unnecessarily large reserve of labour, which means that the available work is distributed over an unnecessarily large number of men, thus precluding the majority from earning a decent week's wage. Men insufficiently nourished cannot do efficient work.

(2). It lends itself to abuse by giving many and varied opportunities for petty bribery, patronage, treating, and the booking of "deadmen."

(3). That owing to all the stands being held more or less at the same time, it is practically impossible for a man, who has failed to be taken on at the one stand, to get to another stand in time to be taken on, even though he may be a first-class man. This results in many inferior men getting work when infinitely better men are unemployed, and are on the Docks at that very moment.

(4). On Monday mornings and times of pressure Stevedores are frequently short of men, and have to go into the Dock road, etc., etc., to look for them, although we have proved that there is always a surplus of men applying for work. This means a waste of time and a great waste of money, because whatever time the men are put on they have to be paid a half-day's wage.

(5). There is very little check on the wastrel, the incompetent and the dishonest. A man may work at the South End and be discharged for breaching cargo; there is nothing on earth to prevent him the next day from going up to the North End and getting taken on by some other firm who know nothing about him.

In the same way, the lazy are encouraged in casual habits; even the best men of many lines refuse to work more than two or three days a week. They are able to do this, because they know that the firm find it difficult to fill their places. If they felt it would be easy to fill their places with competent men if they did not turn up, it would tend to make them more regular in their habits.

(6). The method of taking on labour, whereby every failure in other walks of life has a chance of getting work, tends to make the Docks the refuge for the incompetent of all classes.

It tends to attract men from other towns to the Docks when there is no work for them, and then leaves them penniless and starving, a burden upon the rates and the charities of the City.

There are even well known instances where lodging house keepers have advertised continuously in Ireland stating that there was a great demand for men at the Docks!!

A system like this tends to make the men casual and thriftless, and casual labour is the most expensive and the most inefficient labour in the world.

(7). Again, in the event of a rise of wages being granted to the men, it is very necessary to consider what the effect would be. If the present system is adhered to, it would simply mean the accumulations at the Docks of still more idle and thriftless men, attracted there by the possibility of getting more money for less work than in the past. This would mean that the men who had been working fairly regularly in the past, would find it increasingly difficult to get work, and they would gradually get less wages, and so deteriorate and become still more inefficient. This would result in Dock labour becoming still more costly than it is at the present moment.

The tendency for indiscriminate strikes to take place would be very marked. Irresponsible men who had nothing to lose would terrorise the more regular men into agreement with their demands.

I venture to think that my audience will agree that the case for reform is a strong one and therefore I will proceed to briefly summarise some of the main difficulties to such a course which are to be met with at the Liverpool Docks.

First of all there is the difficulty of the men themselves. Countless years of casual work has bred a race of casuals. A large number of the men do not want regular work and could not do it if it were offered them. I cannot do better than quote from the Minority Report a paragraph which put the case in a nutshell:—" They earn high hourly rates and can break their employment for a day or two whenever they like without its permanent loss. The shipowners have a plentiful supply of good labour for permanent employ, and a greater resevoir of inferior labour for exceptional or sudden wants. Finally the men get into such a state that even when they earn only low rates per hour, and are actually in distress, they are unable to remain continuously at work. There is little doubt that a number of men object to regular and continuous work."

Many a time in the early morning I have seen crowds of men outside the Dock Gates when the foreman was short of men inside, and not one of these men would come in and work when asked to do so by the foreman.

Being interested as to the reasons which prompted these men to get up at six, come down to the Docks, and then refuse to work, I made some enquiries and discovered that these men had probably been kicked out of bed to go and work by the Missus (who probably, poor soul, had provided them with sixpence to get their midday meal). These men, being forced to get up, wandered by force of habit to the Docks where they appeared to take a sort of melancholy pleasure in watching their *less* fortunate brethren go to work. After "blowing" their sixpence at the nearest public house they would doubtless return to their long suffering wives to tell them how they had wearily trudged from stand to stand without getting a job!

Admittedly the men are a problem in themselves and therefore any scheme must not for a moment be drafted with the idea that the Docker is suddenly going to be transformed into an Angel because I am afraid that any such idea would soon be rudely shattered.

There is secondly the physical difficulties of the Docks themselves. If you look at the map attached, you will notice that there are at present some 61 stands, most stands being divided into two portions, one for shipmen and the other for quay-porters. The distances from stand to stand are considerable—the space inside the Docks is very limited and valuable, and consequently any idea of large central buildings inside the Dock walls is at present out of the question. Even were it possible to set up such buildings and to combine a certain number of stands in one place—the task of selecting men would be a difficult if not impossible job, whilst the congregating of so large a number of men together would undoubtedly lead to the stand being frequently "rushed." If the stands were outside the Dock walls the men would have a very long way to go after they had been put on. Even now I have seen men put on at one end of a shed and then walk out at the other end simply because they had changed their mind about wanting to work! What they would do if they had to pass a public house on the way from the stand to the berth, or how many men would ultimately arrive at their destination, I should hardly like to prophesy.

Besides, stands are called at a certain time and the men would not muster before that time—therefore they would have to walk from the stand to the Berth in the Employers' time.

In many instances it is necessary for the foreman porter or stevedore to visit the ship before the stand is held, in order that he may see how the work has progressed during the night with a view to estimating the number of men required. This would mean that he would either have to go to the ship and then walk all the way back to the central stand or else he would have to telephone his requirements to the central stand and let someone else choose his men. The latter course would not be satisfactory, firstly because he knows the men who follow his firm and he knows what each man is fit for etc., and secondly the men only tend to obey and respect the man who *actually* puts them on.

Possibly the greatest difficulty is the employers' fear that any system of organisation may tend to reduce the reserve of labour below the number necessary to work the port and that therefore his business may be seriously interfered with. On the other hand the men are desperately afraid of any system which involves decasualisation in view of the fact that each man fancies that he may be one of those squeezed out.

One of the most gratifying and touching characteristics of the casual labourer is his desire not to do anyone else out of a job. He would much sooner half starve himself and share a one man's job with his pal rather than get the whole job and see the other fellow ousted altogether.

Any scheme therefore must not be too drastic in its action—but must achieve its object slowly and with the minimum of discomfort to the individual.

The surplus of something like 10,000 has to be dealt with, and such organisation has to be set on foot as will make it impossible to collect such an unnecessarily large reserve again.

I have heard a noted economist say that at the present moment in round figures work sufficient to maintain 20,000 men is being distributed amongst 30,000, and that therefore in some way or other some grant in aid of wages has to be paid to the majority of the 30,000. Supposing that, by drastic decasualisation 10,000 men were squeezed out, there would be left 20,000 who, getting proper wages, would become efficient citizens. The grant in aid of wages previously paid to these individuals might then be expended in maintaining the 10,000 who have been decasualised. I am strongly of opinion that it would be cheaper and infinitely better policy to maintain this 10,000 at the public expense rather than let them compete with the remaining 20,000 for a miserable "half place in industry." One thing is quite certain and that is the fact that public opinion would never acquiesce in any scheme which ruthlessly dispossessed at an instant's notice a large number of men of their livelihood (miserable though it may be) without making adequate provision for maintenance.

This scheme which has recently been submitted to the Shipowners of Liverpool by the Joint Committee seems to me to admirably meet all these objections, in that it takes account of the failings of the men, the practical difficulties attendant upon Dock work and whilst recognising the fact that the reserve of labour is far too large for the requirements of the port, it seeks to reduce the reserve rather by shutting the door to fresh entries and letting the death rate do its work than by some drastic scheme of decasualisation. It improves the mobility of the labour by linking up the whole supply of the port, enabling it to flow freely and without friction; whilst offering to the docker the great boon of having all his wages earned from whatsoever firm paid at one central place. Frequently in the past a man who has to draw wages from three different firms has been unable to collect them all on Saturday as the pay desks were perhaps the length of the Docks apart. Consequently he has had to spend half a day on Monday collecting the balance when he should have been working.

Finally these recommendations will tend to improve the morale of the men by giving a direct incentive to every man to become regular and efficient, and by giving the efficient and capable docker the preference over the wastrel.

The most gratifying feature attendant upon the publication of the Joint Committee's recommendations has been the cordial manner in which it has been backed by employers and men alike—there has scarcely been a dissentient note in the general chorus of approval. The public spirited policy of the Shipowners, Master Porters and Stevedores, etc., in accepting the main principle of a scheme which must of necessity at first result in a certain amount of dislocation of work and which also involves a certain amount of expenditure, is beyond all praise. But anyone who has had to deal with the Liverpool Shipping Firms realises that they are always anxious to do anything within reason to improve the lot of the docker.

The scheme is full of promise and what lends additional colour to its chance of ultimate success is the valuable data which is available in connection with a somewhat similar scheme of organisation set on foot at the London and India Docks some ten years or so ago. Mr. Watts, the Staff Superintendent, speaks highly of the results, and in commenting on the decrease in the number of men employed in later years by the Company says "that it was partly due to an improvement in the organisation and quality of the Company's labourers." He also considered that "the Dock labourers employed by the Company are, as a rule, industrious, steady and honest. The system which obtains has the effect of shaking down to the tail end of the lowest list the men who cannot be so characterised."

A taking-on foreman in the employ of the same Company states emphatically "the preference workman is a better workman because he has more to lose."

I will briefly recite the main points of the proposed scheme in order that you may form your own opinion as to how far it contains the elements of success. (N.B.—It should be borne in mind that the Joint Committee may find it necessary to alter some of these suggestions.)

Five Clearing Houses will be established in positions outside the Docks, but conveniently adjacent thereto—they will probably be located near

(a) Alexandra Dock.
(b) Canada Dock.
(c) Toxteth Dock.
(d) Old Harbour Masters House.
(e) Birkenhead Docks.

These Clearing Houses will deal with

(a). The registration of the men, which will be effected in the following manner:—

On a given day, of which due notice will be given throughout the port by advertisement, poster, placard and leaflet, every man now working as a docker will be required to present himself at the stand of the employer for whom he usually works and then he will receive a ticket which will entitle him to a tally.

In the event of a docker being incapacitated by illness or accident from attendance at the special stand, he will be able no doubt to get the necessary ticket on production of satisfactory evidence as to the reasons which prevented him putting in an appearance. All tickets will be given out simultaneously to prevent duplication and care will be taken so that only genuine dockers get a ticket. This ticket will bear the firm's name upon it and will have printed instructions as to where the man has to register. The bearer will have to cash it within a given period, say, one week, at the Clearing House, where brief particulars as to the man's address, capabilities for special work, etc., will be taken down, and a numbered tally will be handed him.

There will be two classes of registered men, "Company's" men and "Clearing House" men. Firms wishing to have a nucleus of more or less permanent men may arrange for the selected men to be given a Company's tally. These men will receive the preference at the stands of the particular firm whose tallies they bear and the Clearing House Committee will doubtless consider other means whereby the privileges attaching to the preference tally may be made even more substantial.

Each Clearing House area will be allotted a certain letter by which its tallies can be recognised, and each firm will be given a definite block of numbers always starting at an even hundred—quay-porters and shipmen will have different blocks of consecutive numbers. Each firm will be allocated to a certain Clearing House and their men will register *at* that Clearing House and in future will always have to deal *with* that Clearing House. They would, however, be free to apply for work outside their Clearing House area.

(b) *The Payment of wages.* Every firm will be required to lodge paysheets at *their* Clearing House before midnight on Friday, the wages sheets being made up to and including 5 p.m. Friday. They will also have to pay a cheque covering their wage account into an agreed Bank before 11 p.m. on Saturday. Wages will be paid at 1 p.m. and up to whatever hour may be necessary on Saturday night. This will involve the Clearing House clerks working all night, but this I am afraid, is nothing new for timekeepers and clerks at the Docks.

There will be a different design for the pay sheets of shipmen and quay porters, and every man will be shown by number and name.

In view of the fact that many people think it will be impossible for the Clearing House to extract the wage details in the time at their disposal, I append a suggested method for dealing with this matter.

Employers would be furnished with perforated sheets of wage tickets, the sheets would be in duplicate with carbons between, allowing for two copies being taken at each transaction. There would be a book with distinctive colouring for each Clearing House area. Thus a firm in " A " area, employing a man from " B " area would make out his wages on the distinctly coloured " B " area ticket. The firm in making out these perforated wages sheets would write down the men's tally numbers, the number of days and hours worked, and the total amount of wages earned.

They would send in the wage sheets to the Central Clearing House together with a tabulated statement showing the total amount of wages due from them to men in the various Clearing House areas. This statement would simply be used to check the amount of cash required by each Clearing House.

The tickets will be sorted out at the Central Clearing House into their respective Clearing House areas.

From the brief statements furnished by the firm, we shall make out the total amount of wages required for each Clearing House.

The tickets, together with the total amount of cash required, will then be dispatched to the respective Clearing Houses. When the tickets come into the Clearing Houses, they will be put into the various numbered pay boxes by a systematic process of sorting.

Certain clerks will be responsible for certain batches of numbers and the wages for each man will then be made up in accordance with the number of tickets shown in the box bearing his number. Where a man has worked for more than one firm, the total pay will be collected upon a special form.

As the pay for each 500 numbers is completed, another clerk will check the amount of cash in the boxes against the vouchers, and this clerk will, as he checks each amount, deduct the necessary 4d. for the Insurance contribution, putting a small Insurance voucher into the box to show that this has been done. The Insurance vouchers will be supplied in perforated numbered books, and the number of vouchers removed from these books will have to tally with the cash deducted.

When every tray is completed, the cash should be entirely exhausted, and the sheets should balance.

It should be noted that this method will probably obviate a number of disputes, in view of the fact that there will be a voucher in the man's numbered compartment for every different firm for whom he has worked and therefore disputed amounts could be narrowed down to one particular firm.

At the same time, each man will receive the Insurance voucher showing the reason why the pay is 4d. short. This may obviate some of the unpleasantness which is sure to arise when the Act is first put into operation.

The firm will, of course, retain the duplicate copy in their perforated wage sheet book.

(c) The fulfillment of Employers' obligations under Part 1 of the Insurance Act.

All Insurance Books will be lodged at the Clearing House of the area to which the man belongs and will thereafter remain there until

(1). The man wishes to work outside the docks.

(2). He wishes to show it to his approved Society.

Whenever a man withdraws his Insurance book he should be required to lodge his tally, as otherwise he might work outside the docks and lend his tally to a friend.

As wages are paid, the man's contribution will be deducted. The Employer's contribution will be calculated in the following manner:—Supposing that 5,000 men have been employed in any given week, then 5,000 men's contributions will have to be deducted. Consequently, 5,000 Employers' contributions will have to be paid and these will be apportioned amongst all employers employing labour during the current week, pro rata to the amount of wages paid.

As the Insurance cards will be kept at the Clearing House, there may be occasions when a docker who has previously been employed wishes to seek work outside the Docks, it will be necessary to make arrangements whereby he may obtain his book stamped to date. Such a man will apply to the firm for whom he last worked, who will supply him with a voucher which will enable him to release his card from the Clearing House duly stamped.

It may be necessary to modify this suggested scheme for the payment of wages, so as to allow those employers who wish to pay their own men to do so.

In this event, such mployers would have special windows at the Clearing House at which wages would be paid by their own staff.

It would then be necessary to surround the Clearing House with a wall, entrance to and exit from the Clearing House area being only obtained through a turnstile.

The contributions would then have to be collected in the following way:—

There will be two classes of pay:—

(1) Firms who adopt the Clearing House system.
(2) Firms who pay their own men.

All Insurance Books will be kept at the Clearing House.

The men will enter the Clearing House enclosure, and supposing that they have only been employed by the firms who come under Scheme Number 1, they will receive all their pay at one window, the Insurance contribution (dockers contribution) will be deducted and they will be given a voucher.

They will only be able to get out of the Clearing House area through another turnstile, at which they will have to give up their Insurance voucher.

Men who are paid under Scheme Number 2, may have to receive pay from two or three windows in the Clearing House. In this case, the first employer who pays wages will deduct the

4d. (unless, of course, the docker can produce an Insurance voucher) and will give the man a voucher. This voucher the man will produce at the other pay windows, in order to obviate his contribution being deducted again. He will then get out on the production of the voucher.

The employers' contributions will be assessed on the following lines:—

With regard to firms who adopt Scheme Number 1, the Board of trade will have the whole details as to the actual number of individuals who have been employed by each firm.

With regard to employers who adopt Scheme Number 2, these employers will furnish a list showing the actual tally numbers of every individual employed by themselves during the week. The contributions will have to be apportioned pro rata to the actual number of men employed by each firm.

For instance, supposing that 5,000 Insurance tickets are collected at the turnstile and come under one Clearing House area, that will represent the actual number of employers' contributions which have to be paid.

It will then be necessary to compute the total number of men put on by each individual firm in order that the 5,000 Insurance contributions may be apportioned pro rata to the actual number of individuals employed.

Each firm could be supplied with books of Insurance vouchers which would be numbered consecutively and would also have a key upon them to denote the firm by whom they were issued, these books would be subject to periodic audit.

(d) Weekly meetings of Clearing House Committee.

The Clearing House Committee will be composed of five representatives of the employers and men, registering within the area of that Clearing House. (These areas, together with the method of election are left to be accurately defined at a later stage). They will meet regularly once a week on a day to be arranged by mutual consent, and two upon each side will form a quorum and equal numbers to vote. In the case of a deadlock, the matter will be referred to the Joint Committee. The manager of the Clearing House will act as secretary, but will have no vote and take no part in the proceedings. In the event of the members of any Clearing House Committee being unable to agree upon a chairman (who shall have no casting vote), the selection of a chairman shall be made by Mr. A. A. Booth, or failing him by Mr. H. A. Sanderson.

The Clearing House Committees will deal with :—

(1) Issue and withdrawal of tallies.

(2) The adjustment of disputes in connection with work done at the Clearing House.

(3) The consideration of matters affecting their area referred to them by the Joint Committee.

(4) Advice to the Board of Trade with respect to appointment of the indoor and outdoor staff of the Clearing House.

(5) Suggestions for the improvement of the machinery.

The existing Joint Committee as constituted under the White Book agreement shall form the Joint Committee mentioned above. This Committee shall meet regularly once a month, when the proceedings of the Clearing House Committees shall be submitted for confirmation. It shall possess complete executive power in connection with the policy to be pursued in working the Clearing Houses. The Divisional Officer of Labour Exchanges, or his deputy, shall act as secretary, but shall have no vote. In the event of continued disagreement of the Joint Committee the matter in dispute is left to be provided for by mutual consent.

Upon these Committees will devolve most important duties in view of the fact they will practically control the labour supply of the Port.

The various Committees will have to draft the detail working of the Clearing Houses and will have to modify or improve upon the recommendations as practical experience shows the weak points.

They will have to decide when the labour supply of the port requires augmentation. It is to be hoped that some system will be devised whereby respectable lads can be drafted in, who, starting on such jobs as turning on steam, etc., would subsequently get a thorough apprenticeship to the job of dock labouring and could in course of time be given company's tallies. Such lads, being forced to attend evening schools, etc., would be properly educated and would enormously improve the status of Dock work.

There is no valid reason why the conditions under which a docker works should not be at least as favourable as any other skilled trade. I say " skilled " trade advisedly—it is the greatest mistake in the world to suppose that dock labouring is unskilled work.

These Committees should go a very long way towards abolishing sectional disputes. Employers and men meeting weekly at the same table will very soon get to know each other and to realise that there are two sides to every question. With mutual understanding such dislocation of work as occured last summer is very unlikely to occur again.

(e) *The provision of Post Office facilities.* It is hoped that the Post-master General will agree to facilities being granted whereby any docker desirous of putting by when times are good for a rainy day may do so with the minimum of trouble. If these facilities are granted at the Clearing House and the docker feels that he has Government security plus the power of drawing out on demand, I believe that many men could be induced to save.

(f) *The Dissemination of information.* Notices could be posted up informing men that a firm who usually held a stand at Alexandra would hold their next stand at Hornby (this would chiefly apply to outside porters and stevedores) or information could be posted that so and so were not holding a stand on Tuesday, etc.

As the organisation improves it might be possible to post notices applying to companies men informing the preference men of one company who were not wanted that day, where to present themselves for work, etc. There is an excellent system of this description working at the London and India Docks Company whereby each foreman states his labour requirements each evening and notes whether or not he can utilise all his preference men. These "labour indents" all come into one central department which would then see that every preference man was satisfactorily allocated to one or other part of the Dock property.

Provision has naturally to be made for strikes or disputes and it is enjoined that in case of trade disputes between employers and men the operation of the machinery provided in this agreement shall lapse in the area affected during the continuance of such dispute, except in so far as its continuance may be necessary for the payment of wages and of contributions under the Insurance Act.

The cost of running the scheme will be jointly borne by the Board of Trade and the Shipowners. By linking up this scheme with the national system of Labour Exchanges several obvious advantages accrue.

In the first place it would be suicidal to leave the Docks a little isolated labour market by itself. It is obvious that even by pooling the total labour supply there will always be a floating reserve required to meet the fluctuations between the busiest and the slackest periods. Such casual fringe need not, however, be restricted to the Docks alone, and I am hopeful that in time there will be one, and only one, casual reserve in Liverpool and that this casual reserve will be equally available for work as cotton porters, warehouse porters, goods porters, dockers, etc.

Such reserve being general handy men and being utilised in different trades may quite possibly get fairly regular employment, even although it may be in different trades.

Thus the necessity for linking up all labour markets together is obvious.

It would seem possible even now to dovetail the work of a number of men in view of the fact that there are three more or less well-defined seasons at the Docks, i.e., fruit, both green and dry, cotton, and timber. Grain comes in pretty well all the year round.

The busiest season for dry fruit is between September and Christmas. (Regarding green fruit that, from Jaffa, comes in from the second week in November until the end of March, whilst the busiest month for Valencia fruits are June, July and August. The lemon season is from March to August; melons, July till August; onions, March to April, whilst French fruit comes in August and September.

The cotton season starts between the 2nd week in September and the 2nd week in October and practically lasts six months. During the season at least 4,500 porters are employed, which number is reduced approximately to 2,000 in the summer. The seasonal cotton porters are employed in the off season as stewards, painters, bricklayers, carters and dock labourers. Of this I have absolute proof in view of the fact that the special Cotton Porters' Labour Exchange has been placing an average of 20 cotton porters a week during last summer in the trades above mentioned. The present season has been an exceptionally busy one owing to two reasons:—

(1) The heavy crop.

(2) The amount of cotton arriving in badly damaged condition, which necessitates a great amount of extra labour.

The timber season is probably busiest in the summer months, owing to the fact that the Baltic and White Sea are closed during the winter.

Grain comes in all the year round, but the Argentine ships grain mostly from July to December, whereas the United States and Canada trade is busiest from January to March.

But organise how one may, there is certain to be always required a floating margin of labour for whom regular employment is difficult to find. If a reserve of labour which cannot be always employed is a necessity for our business requirements it would seem to be only fair that this reserve should not only be paid when they are working, but also when they are not working—providing always that they are ready and willing to work and are not out of work through any fault of their own. I would suggest that it is a better business policy to keep our reserve ready and efficient against the time their services are required, rather than let them starve and deteriorate physically the moment our temporary demand for their services is exhausted. Which is better, to maintain them in efficiency, or wait until they are starving and broken down and then at great cost endeavour to palliate what should have been prevented?

When our reserve is reduced to the lowest possible dimensions it would doubtless be feasible to draft some contributory insurance scheme on the lines of Part II. of the Insurance Act.

Such is the scheme, how will it work in practice?

The men will as usual present themselves at the stands they are wont to frequent. Company's men will always have to attend the stand of the firm whose preference tally they bear—but Clearing House men will be free to attend any stand within their Clearing House area.

(Exceptions will doubtless be made in the case of outside firms of Master Porters and Stevedores, who sometimes hold a stand in one Clearing House area and sometimes in another).

The Foreman will select his men in the usual way with the exception that *all* preference men must be exhausted before he puts on any Clearing House men. In connection with the Clearing Houses a number of telephone boxes will, with the permission of the Dock Board, be erected inside the Docks at convenient intervals along the line of Docks. A certain firm or firms will be allocated to a certain box, and as soon as their stand finishes, all men not wanted will clear back to their telephone box and there wait until such time as it is certain that their services are not required elsewhere. Every telephone box will have a direct line to its Clearing House, and each Clearing House will have a direct line to the firms in its area, and in addition will be linked up with the Central Clearing House. Each telephone box will be in charge of a practical official with varied Dock experience.

Any firm short of men will either send its foreman to choose a gang from the nearest telephone box or will ring up its Clearing House, which in turn will get on to the nearest telephone box having men available.

If the Clearing House has no men available in its area it will 'phone the central establishment which will try all the other Clearing Houses.

Undoubtedly some arrangements will be made whereby the men can be rapidly moved from end to end of the Docks along the Overhead Railway.

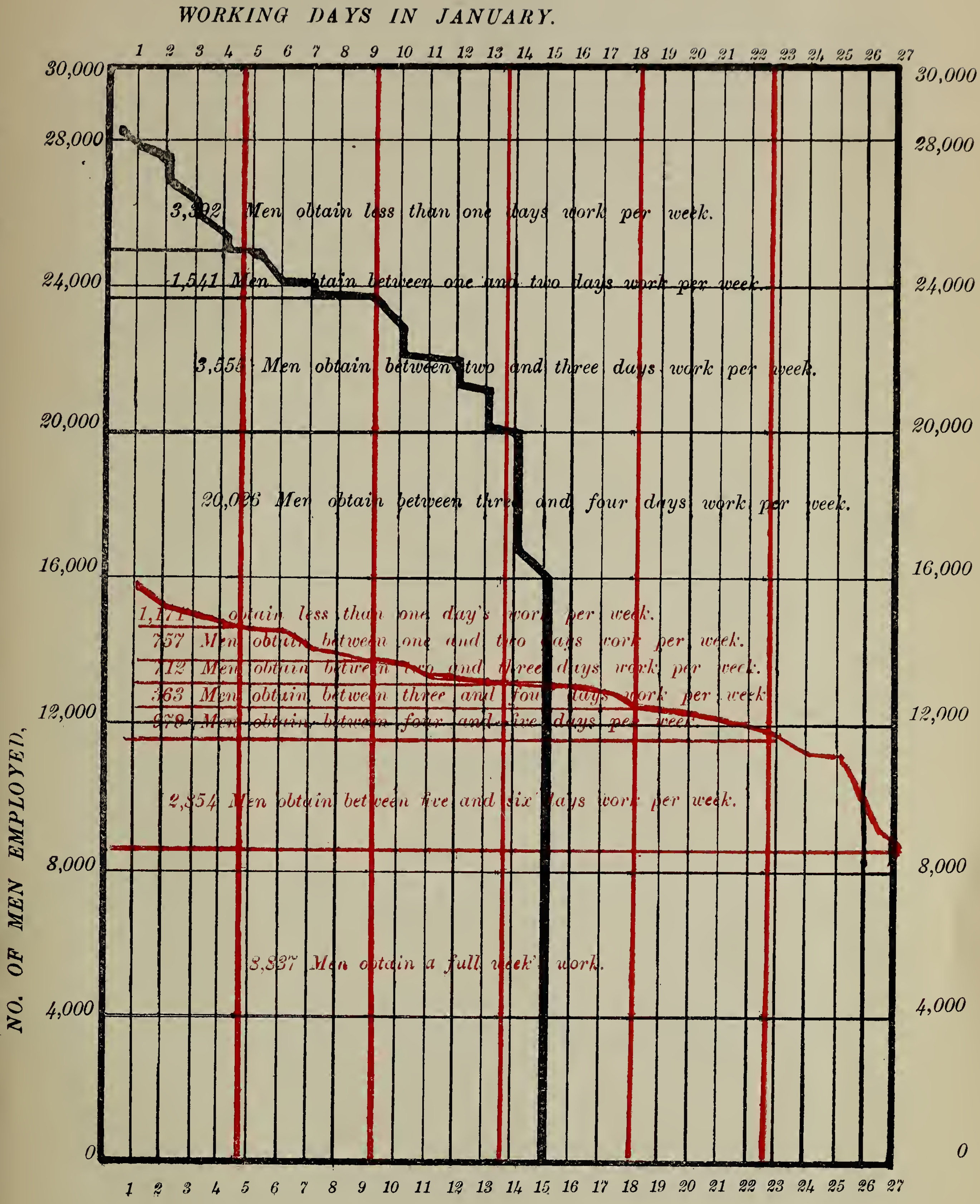
Any man sent from a surplus stand will be specially selected, Company's men having the preference, and will be given a special tally to be given up on being taken on.

It is expressly stipulated that no man shall be employed unless he is the bearer of a Clearing House or Companies tally, unless the Clearing House is unable to supply the men required.

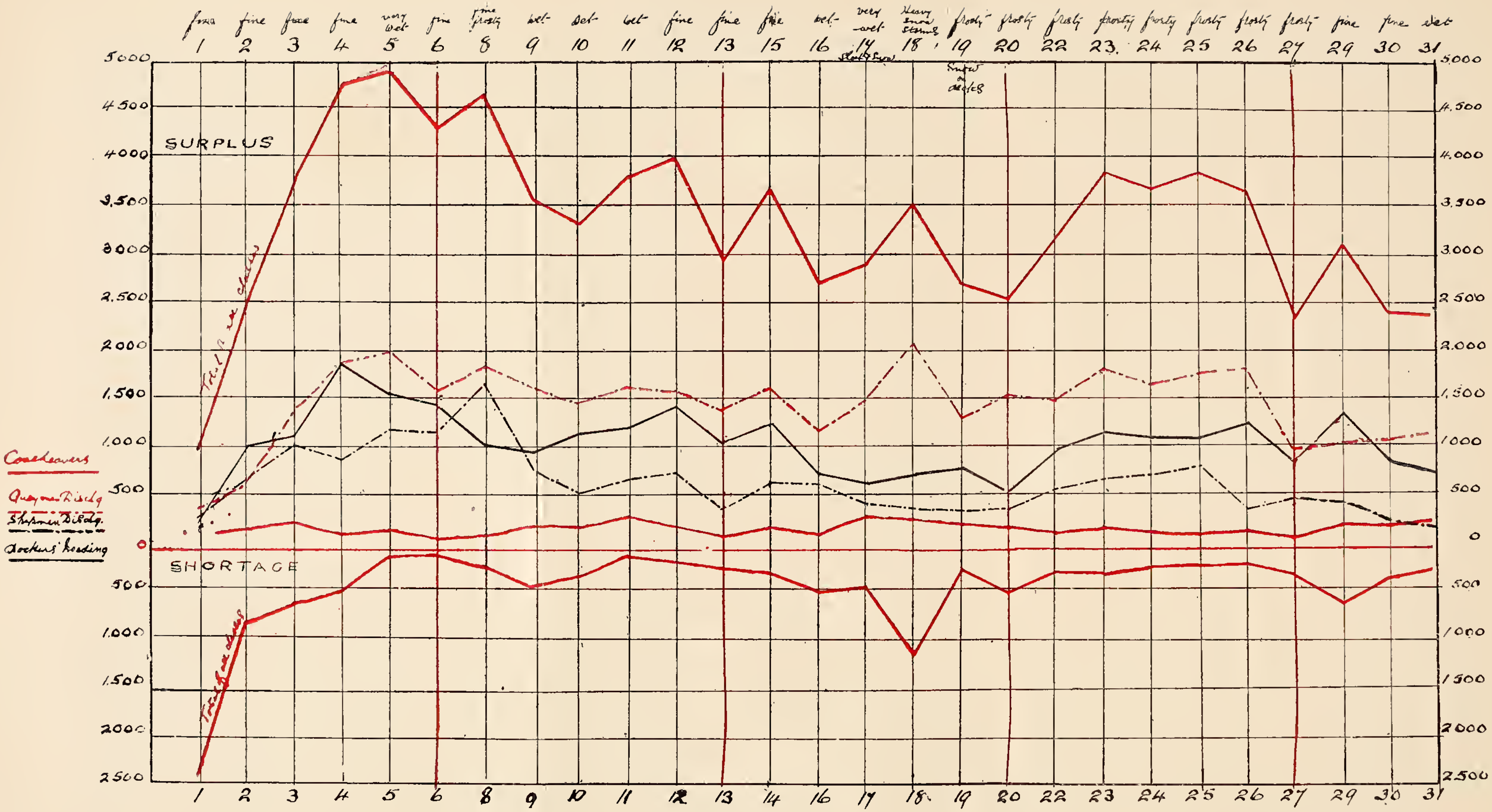
I think it is reasonable to assume that the above scheme will, in the course of time, succeed in the two main essentials of Dock organisation, i.e. (a) the reduction of the unnecessary reserve and (b) the mobility of labour along the whole line of docks.

It now only remains for me to apologise for the length of this somewhat disjointed paper and to express the firm conviction that the scheme put forward by the Joint Committee on Dock Labour "provides a fair basis for that mutual understanding which is essential for the intelligent co-operation of Capital and Labour." It does more than provide a fair basis for mutual understanding, it goes far to remove the curse of under-employment, which too long has sullied the fair fame of Liverpool.

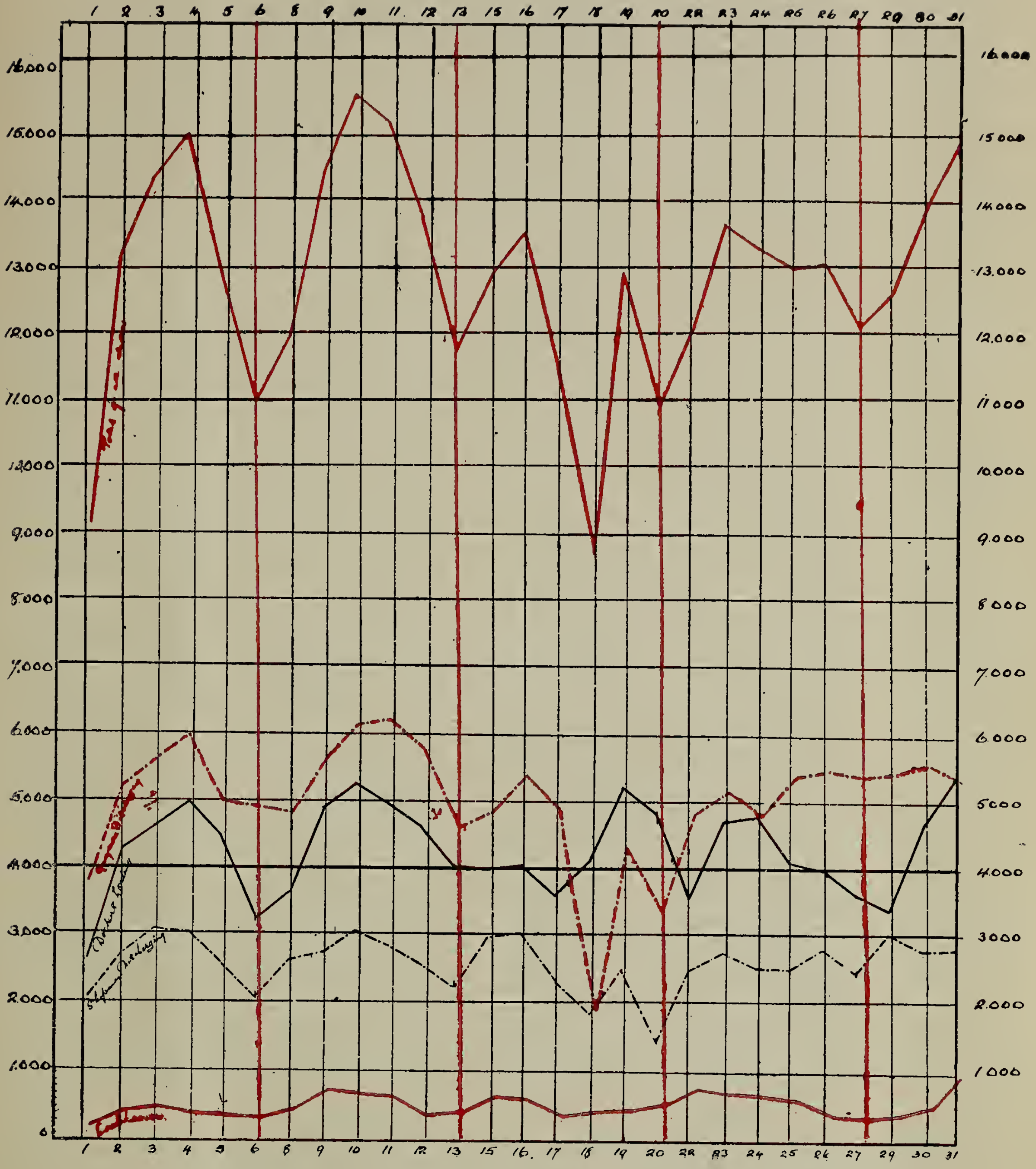
No. 5.

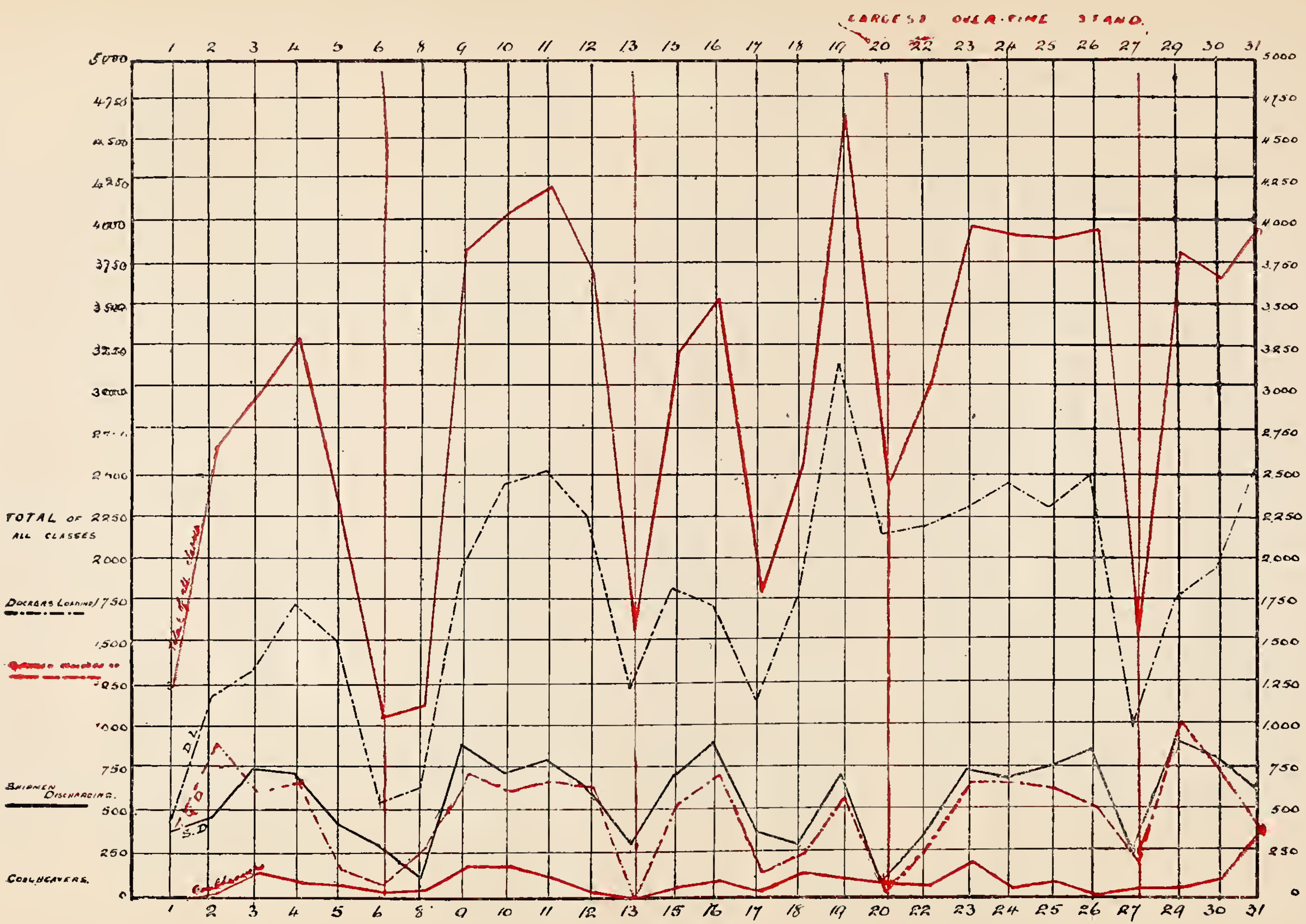

WORKING DAYS IN JANUARY.
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27
30,000
28,000
24,000
20,000
16,000
12,000
8,000
4,000
0
NO. OF MEN EMPLOYED.
3,392 Men obtain less than one days work per week.
1,541 Men obtain between one and two days work per week.
3,555 Men obtain between two and three days work per week.
20,026 Men obtain between three and four days work per week.
1,171 obtain less than one day's work per week.
757 Men obtain between one and two days work per week.
712 Men obtain between two and three days work per week.
363 Men obtain between three and four days work per week.
979 Men obtain between four and five days per week.
2,354 Men obtain between five and six days work per week.
8,837 Men obtain a full week's work.

No. 6.


fine fine fine fine very wet fine fine frosty wet wet wet fine fine fine wet very wet Heavy snow storms frosty frosty frosty frosty frosty frosty frosty frosty fine fine wet
1 2 3 4 5 6 8 9 10 11 12 13 15 16 14 18 19 20 22 23 24 25 26 27 29 30 31
Sleet & Snow
Snow on docks
5000
4500
4000
3500
3000
2500
2000
1,500
1,000
500
0
500
1,000
1,500
2000
2500
SURPLUS
SHORTAGE
Total for all classes
Total for all classes
Coalheavers
Quaymen Dischg
Shipmen Dischg.
Dockers' loading
1 2 3 4 5 6 8 9 10 11 12 13 14 16 17 18 19 20 22 23 24 25 26 27 29 30 31

No. 7.


1 2 3 4 5 6 8 9 10 11 12 13 15 16 17 18 19 20 22 23 24 25 26 26 27 29 30 31
16,000
15,000
14,000
13,000
12,000
11,000
10,000
9,000
8,000
7,000
6,000
5,000
4,000
3,000
2,000
1,000
0
Docks Loading
Ships Discharging
1 2 3 4 5 6 8 9 10 11 12 13 15 16. 17 18 19 20 22 23 24 25 26 27 29 30 31


LARGEST OVER-TIME STAND.
1 2 3 4 5 6 8 9 10 11 12 13 15 16 17 18 19 20 22 23 24 25 26 27 29 30 31
5000 4750 4500 4250 4000 3750 3500 3250 3000 2750 2500 2250 2000 1750 1500 1250 1000 750 500 250 0
TOTAL OF ALL CLASSES
DOCKERS LOADING
SHIPMEN DISCHARGING.
COALHEAVERS.
Total of all classes
D.L.
S.D.
Coalheavers

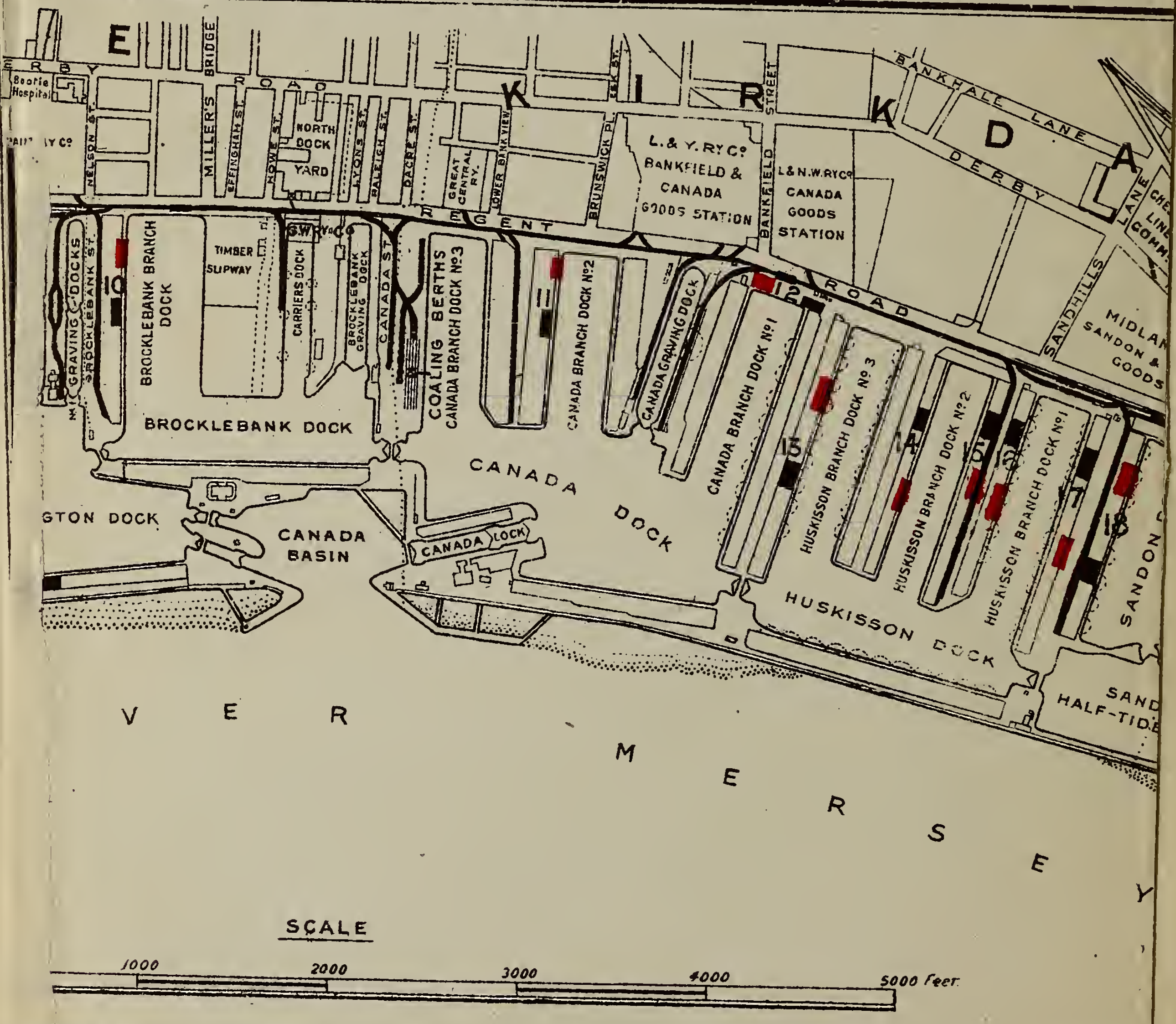
No. 8

LIVERPOOL.—Positio

(Compiled from

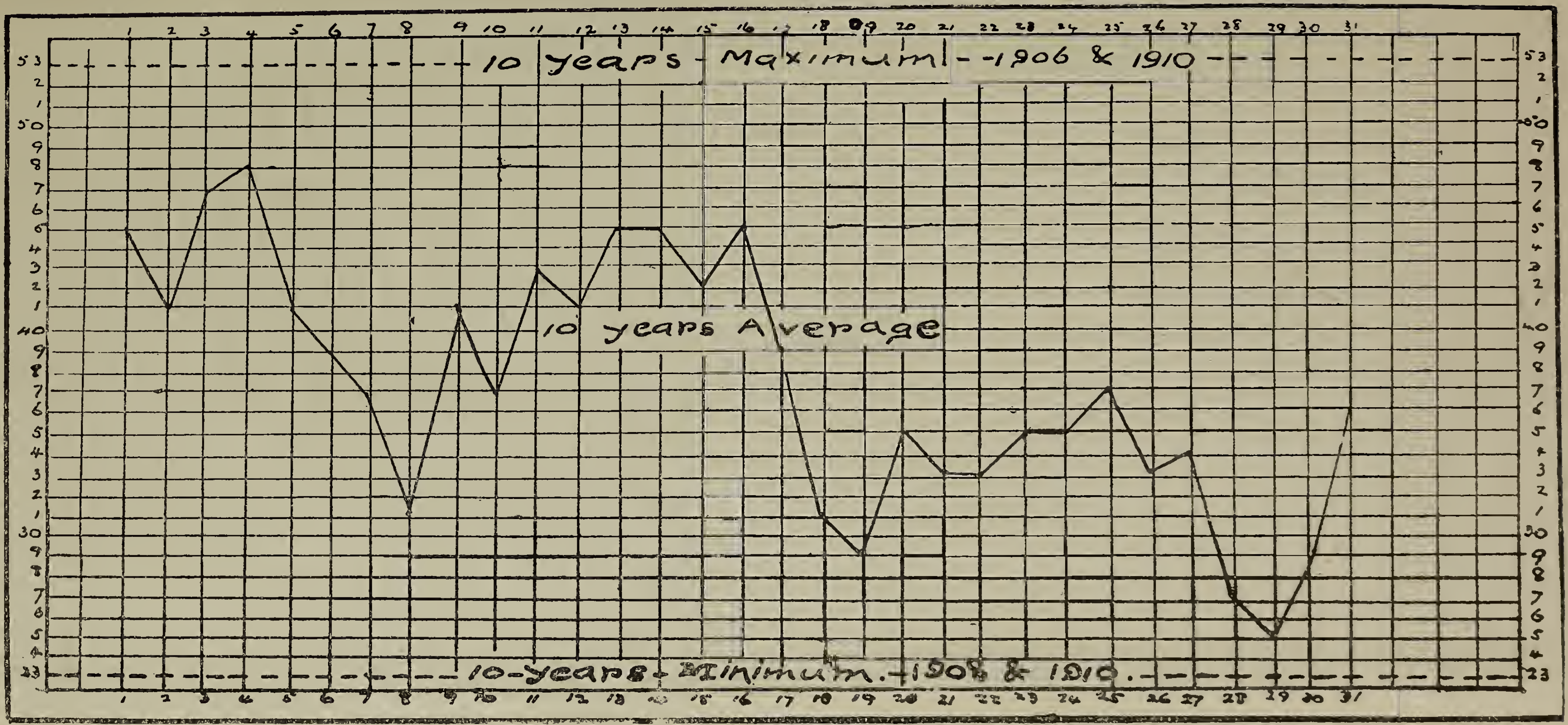
Firm.
Line.
an and American Steamers.
e.
Boston) Line.
ine.
Pacific Railway.
Currie & Co.
Currie & Co.
Hough Steamers.
cott & Co.
Dublin Steam Packet Co.
le, McCormick & Co.
& Newry Steam Packet Co.

No. on Plan.	Stand.	
25	South Collingwood	Drogh
26	East Clarence	Henry
27	West Clarence	Grain
28	West Clarence	M. La
29	East Trafalgar	R. Gi
30	North Victoria	John
31	South Victoria	Roger
32	East West Waterloo	City
33	West West Waterloo	J. T.
34	Princes East North End ..	Wate
35	Princes East Mid-section ..	Henry
36	Princes East South End ..	G. &
37	Princes West	Belfa



No. 13.

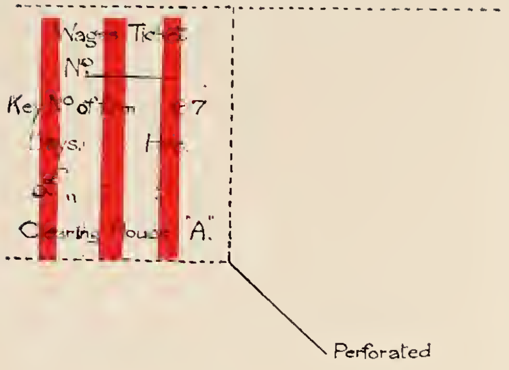
TEMPERATURE CHART FOR JANUARY.



No. 14.

SPECIMEN WAGE SHEET.

WAGES SHEET. – PORTERS.



Wages Ticket

No.

Key No of man 7

Days. Hrs.

£

Clearing House "A."

Perforated

CLEARING HOUSE "A." ALEXANDRA DOCK.

Week ending 5 pm Friday

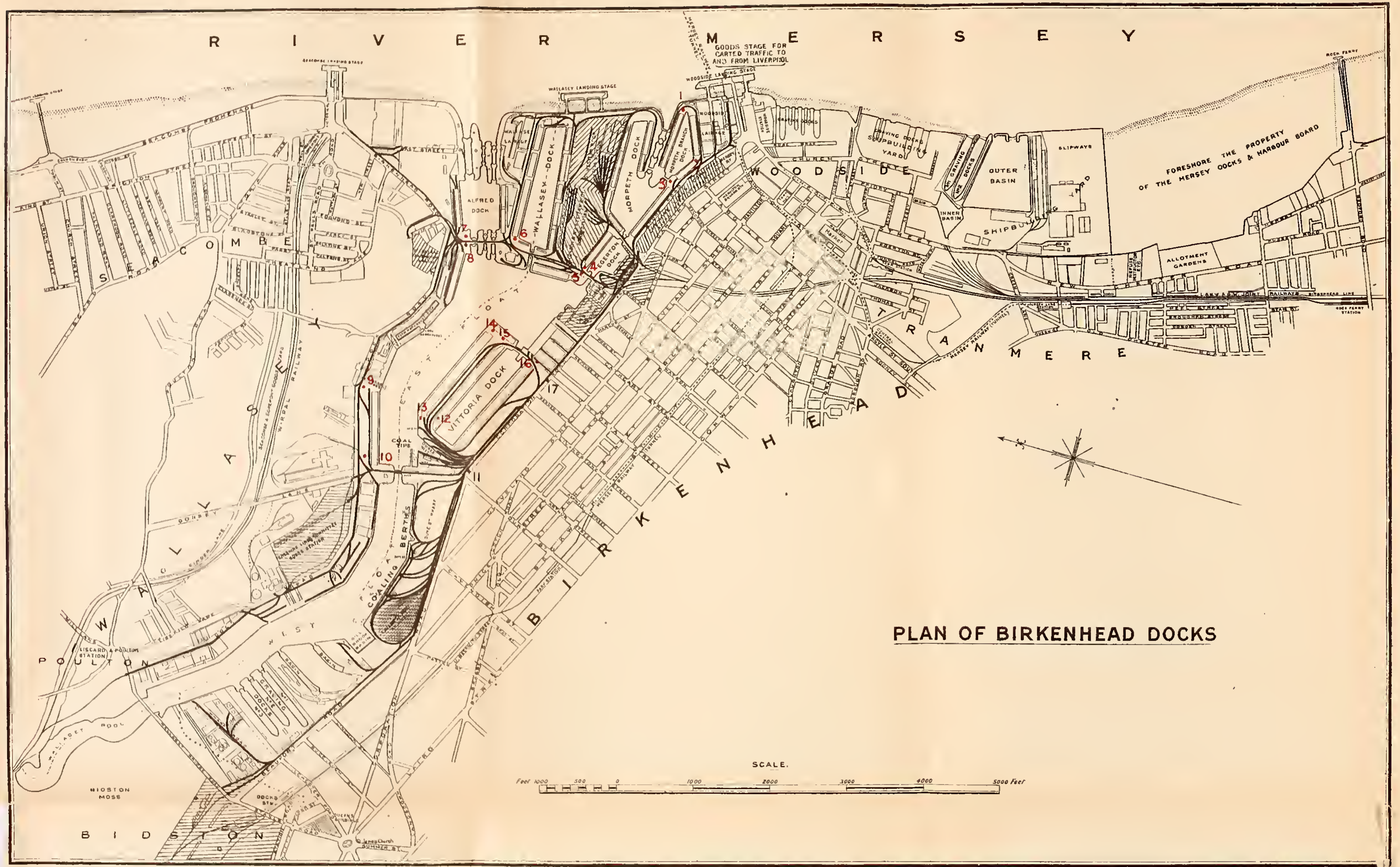
Sheet of 50 tickets.

To be sent to Clearing House.

1	Red line indicates	Porter.
2	" "	Shipman
3	" "	Coalheaver.

SPECIMEN A.

Total amount of sheet £ : :



PLAN OF BIRKENHEAD DOCKS

BIRKENHEAD.—Position and Number of Stands.

(Compiled from information unofficially obtained.)

No. on Plan	Stand.	Firm.
1	East End Morpeth Branch	Gellatly, Hankey & Co.
2	West End Stone Shed	Occasional Steamers.
*3	Shore Road	Clan Line.
4	West End Egerton Dock	Clan Line.
5	Birkenhead Road—for East Quay	City Line.
6	Birkenhead Road, by Tower	Harrison Line. Wallasey Dock.
7	West End Alfred Dock	Occasional Steamers.
8	East End Mortar Mill Quay	Bibby and Henderson Lines.
9	East End Shed, Dock Road, Seacombe	Harrison and City Lines.
10	West End Shed, Dock Road, Seacombe	Hall and City Lines.
11	Duke Street Gate	Coal stand only.
12	North-west End Vittoria Dock	City Line.
13	North-west End Vittoria Wharf	Brocklebank Line.
14	South-east End Vittoria Wharf	Anchor Line.
15	North-east End Vittoria Dock	Clan Line.
*16	East End Vittoria Dock	Ocean Steam Ship Co. Ltd.
(17	Vittoria Dock Gate	General stand for Coal and Salt.)

Red Numbers denote Cargo Stands only.

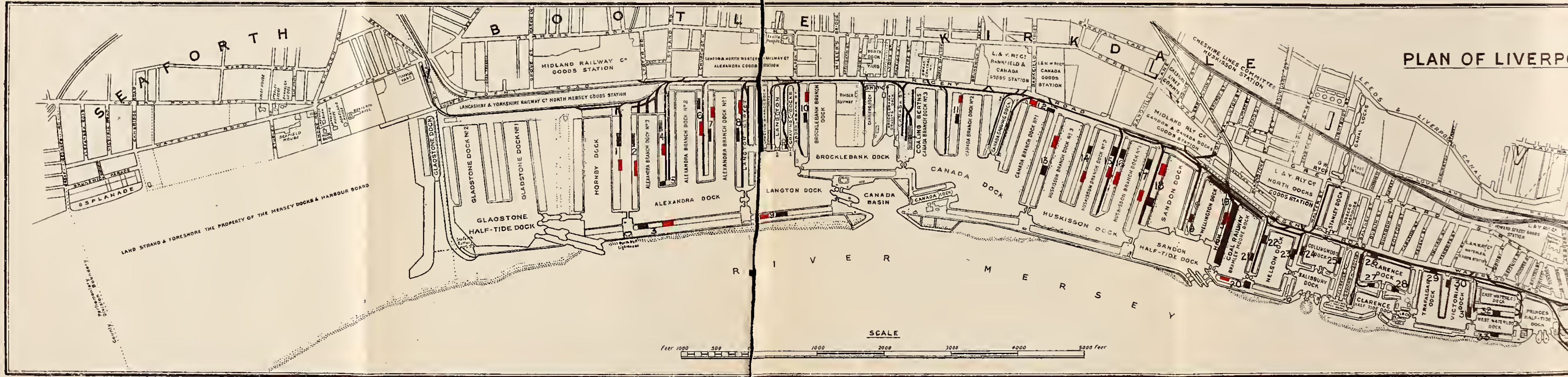
Black Numbers denote Coal Stands only.

* denotes Stands for Coal and Cargo

LIVERPOOL.—Position and Number of Stands.

(Compiled from information unofficially obtained.)

No. on Plan.	Stand.	Firm.
1	South Hornby Dock	Johnston Line.
2	Alexandra North, No. 3 ..	Pacific Steam Navigation Co.
3	Alexandra West	Warren Line.
4	Alexandra South, No. 3 ..	H. & W. Nelson.
5	Alexandra South-west, No. 3 ..	A. Coker & Co.
6	Alexandra South, No. 2 ..	D. MacIver & Co.
7	Alexandra North, No. 1 ..	Lamport & Holt.
8	Alexandra South, No. 1 ..	Ellerman Lines.
9	Langton West	John Glynn & Son.
10	Brocklebank Branch	Houlder Bros. & Co.
11	Canada North, No. 2	Allan Line.
12	Canada North, No. 1	White Star Line.
	Canada South, No. 1	White Star Line.
13	Huskisson North, No. 3 ..	Dominion Line.
14	Huskisson North, No. 2 ..	West Indian and American Steamers.
15	Huskisson South, No. 2 ..	Moss Line.
16	Huskisson North, No. 1 .	Leyland (Boston) Line.
17	Huskisson South, No. 1 ..	Cunard Line.
18	Sandon North	Canadian Pacific Railway.
19	Wellington Dock, North ..	Donald Currie & Co.
	Wellington Dock, South ..	Donald Currie & Co.
20	Bramley Moore West	Powell & Hough Steamers.
21	South Bramley Moore	W. H. Stott & Co.
22	North Nelson	City of Dublin Steam Packet Co.
23	South Nelson	Tedcastle, McCormick & Co.
24	North Collingwood	Dundalk & Newry Steam Packet Co.
25	South Collingwood	Drogheda Steamship Co.
26	East Clarence	Henry Lamont & Co.
27	West Clarence	Grainger & Co.
28	West Clarence	M. Langlands & Sons.
29	East Trafalgar	R. Gilchrist & Co.
30	North Victoria	John Bacon, Limited.
31	South Victoria	Rogers & Bright.
32	East West Waterloo	City of Cork Steam Packet Co.
33	West West Waterloo	J. T. Fletcher & Co.
34	Princes East North End ..	Waterford Steamship Co.
35	Princes East Mid-section ..	Henry Tyrer.
36	Princes East South End ..	G. & J. Burns.
37	Princes West	Belfast Steamship Co.
38	George's Dock Gates	
39	Custom House	
40	Wapping	
41	Wapping	
42	King's, No. 2	
43	King's, No. 1	
44	Queen's Branch, No. 2	
45	Queen's Branch, No. 2	
46	Bridgewater Street	
47	Greenland Street	
48	Stanhope Street	
49	Queen's Branch, No. 1	
50	Queen's Branch, No. 1 .	



of Stands.

■ Shipmen
🟥 Quaymen

No. on Plan.	Stand.	Firm.
38	George's Dock Gates	Discharging Porters.
39	Custom House	Coal and Salt Heavers.
40	Wapping	Stevedores, Serra & Tintore S.S. Co.
41	Wapping	Stevedores and Porters, Mersey Docks & Harbour Board.
42	King's, No. 2	Discharging Porters, outside firms.
43	King's, No. 1	Loading Stevedores, Larrinaga & Co.
44	Queen's Branch, No. 2	Stevedores discharging, A. Holt & Co.
45	Queen's Branch, No. 2	Porters discharging, Walter Nelson & Son.
46	Bridgewater Street	Stevedores, Ryarson Boase & Co.
47	Greenland Street	Stevedores, Nixon & Bruce, W. L. Ferguson & Co.
48	Stanhope Street	Stevedores, Thompson & Hinde.
49	Queen's Branch, No. 1	Porters, outside firms.
50	Queen's Branch, No. 1 ..	Discharging Stevedores, outside firms.
51	Queen's Branch, No. 1 ..	Loading Stevedores, Booth S.S. Co. (Wm. Poulsom, Stevedore).
52	Coburg Dock	Loading Stevedores, MacAndrews & Co.
53	Coburg Dock	Stevedores and Porters, Yeoward Brothers (Coggins & Griffiths, Stevedores).
54	Brunswick Dock	Stevedores loading, R. P. Houston & Co. (John Marmion & Co., Stevedores).
55	Toxteth Dock	Stevedores, T. & J. Harrison.
56	Toxteth Dock	Porters, T. & J. Harrison.
57	Toxteth Dock	Porters discharging, African S.S. Co.
58	Toxteth Dock	Stevedores discharging, African S.S. Co.
59	Harrington Dock	Stevedores loading, African S.S. Co.
60	Harrington Dock	Stevedores and Porters, outside firms.
61	Harrington Dock .. .	Stevedores and Porters, outside firms

PLAN OF LIVERPOOL DOCKS